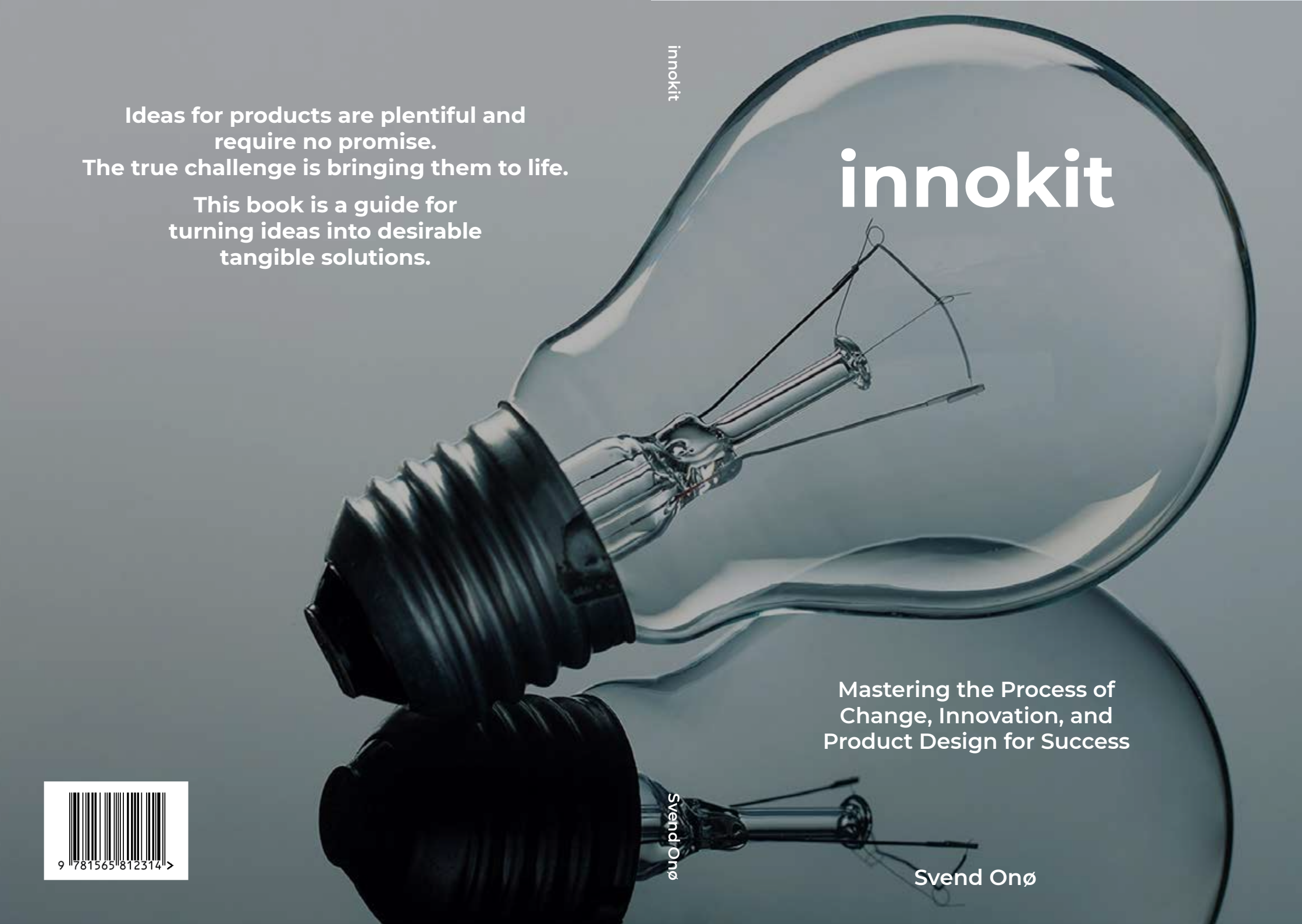

Ideas for products are plentiful and require no promise.
The true challenge is bringing them to life.
This book is a guide for turning ideas into desirable tangible solutions.
innokit
innokit
Mastering the Process of Change, Innovation, and Product Design for Success
Svend Onø
Svend Onø
9 781565 812314

innokit

© Copyright
Author
Design & Layout
Svend Onø

Selected images
Cover Image: Giorgio Manenti
unsplash.com
pixabay.com
pxhere.com

1. Edition
Published July 2025
ISBN: 978-1-56581-231-4

www.onoe-design.dk

Fueled by a deep passion for the creative process
and shaped by years of experience and insight,
I felt compelled to write this book.

My mission is to encourage and support the creation of
impactful, enduring, attractive and useful tangible
products designed to enrich people's lives.

innokit™ is a model for you,
both visionary and doer.

You who appreciate that the future is shaped by
those who can not only envision a brighter tomorrow
but also bring it to life.

Content

The future is for all of us to design 4
A Professional Journey 6 - 10
Your Profile 12

Vision 14
Which Drives Innovation: Vision or Idea? 15
SMART Innovation 16 - 18

Idea 20
A creative idea can emerge from anywhere 21 - 26
Your work is pure potential 28

Concept 30
From Vision to Reality 31
Structured steps 32 - 33
CASE: Radical innovative design 34 - 36

Change, Innovation and Design 38
Driving Societal Progress 39
Change as a Catalyst 42
Innovation as a Response to Change 43
Design as the Bridge Between Change and Innovation 46
The power of Change 47
CASE: Designed for millions of transactions 49- 50

Mindset and Models 52
Mindset 53 - 60
Models 61 - 66
Comparative View 67 - 68
Aligning Vision and Skills 70
CASE: Integrated Design 71 - 74

Discover innokit 76
Turning Vision into Reality 77 - 78
Merging Mindset and Models 79
Design your System and Key Features 80
The innokit™ Model - Illustration 81 - 82
What innokit™ signifies 83
Vision Creation and Ideation 84
Planning and Big Picture - Connecting the Dots 85
Market Analysis and User Research 86
Team and Design 87
Engineering and Testing 88
The innokit™ Model in Essence 89 - 90

Launch Project 92
Important notice ... 93 - 94
Let's dive into a Design Brief 95 - 100
CASE: Leading edge in the market 101 - 102

Intellectual Property Rights 104
Using IPR for Competitive Advantage 106
Legislation and Copyright Protection 107 - 108

Market 110
Competition Desired 111
Market Research 112
CASE: Delays Can Be Seriously Expensive 113 - 114

People Insight 116
Crafting Products That Truly Engage 117
Design with Purpose 118

Design Language 120
Design appeal to our senses 121
Semantics - The Language of Form and Function 122
Designing for Delight 123 - 124
CASE: Strategic Design Approach 125 - 126

Team 128
Design Management 129 - 130
The Power of Diverse Talents 131
Key Talents Typically Needed 132
CASE: Optimizing with incremental design 133 - 134

Test - Evaluate - Repeat 136
Driving Continuous Improvement 137
Advantages of using an iterative process 138

Checklist 140
Keywords 141
Key Performance Indicators 142 - 148

Design Delivers 150
Key Considerations in Design 151
Design is Good Business 152

Design Support 154
Support to Bring Your Next Big Idea to Life 155 - 158

Thank you, Yours Truly 160 - 162



Image: Alina Grubnyak

The Future Is Ours to Shape

Let us celebrate the richness of life by creating solutions that are not just innovative but deeply meaningful, transformative, and truly valuable.

You have the power to shape a future driven by boundless creativity - where every innovation enhances lives, fuels progress, and sparks inspiration.

Infinite opportunities lie ahead for those who embrace human ingenuity and the power of smart, purposeful innovation. Great ideas emerge from a blend of ingenuity, vision, and the meaningful conversations that bring fresh insights to life.

By fostering collaboration and embracing diverse perspectives, you can build a future that is not only innovative but also delivers impactful, enduring, attractive, useful and genuinely valuable products.

You Hold the Power to Design the Future

Dear bold visionary, passionate creator, ambitious enthusiast, decisive leader, and proactive implementer:

This book is for you - those who navigate Change, Innovation, and Design, driving the next paradigm shift and transforming great ideas into tangible reality.
It is here to ignite your imagination and guide you in exploring opportunities to create captivating, transformative tangible product design solutions. Consider it your map through the uncharted territories of innovation, where
creativity meets curiosity, and adaptability fuels collaboration.

Your pursuit of meaningful solutions and sustainable strategies isn’t just a profession - it’s a calling.



A Professional Journey

With a deep passion for people and innovation, I have spent years identifying opportunities and crafting meaningful, impactful, and attractive tangible product solutions - earning numerous design awards along the way.

I'm Svend Onø, a dedicated and hands-on designer with a knack for creativity and practicality. My expertise lies in applying a design approach that transforms bold ideas into market-ready solutions - an experience I'd love to share.

Crafting Success

Design should create great value and offer obvious advantages. In the dynamic world of creativity and innovation, I have built a career that bridges both countries and industries. Along the way, I have turned obstacles into opportunities and setbacks into success stories.

From the progressive workshops of Denmark and Sweden to the design studios of Germany, Switzerland, and China, my journey has been driven by a passion for transforming ideas into design solutions for global markets.

As your consultant and guide in navigating the complexities of innovation and design, I offer in this book a hands-on distillation of my professional journey and award-winning insights. With these principles in hand, you will be equipped to bring your vision to life and create truly unique and distinctive products.

Every journey has its defining moments, and mine has been no exception. My career has been shaped by lessons from some of the most challenging, rewarding, and eye-opening experiences in the world of business and design.
These moments have not only deepened my perspective but have also taught me how to transform setbacks into stepping stones toward achieving my goals.















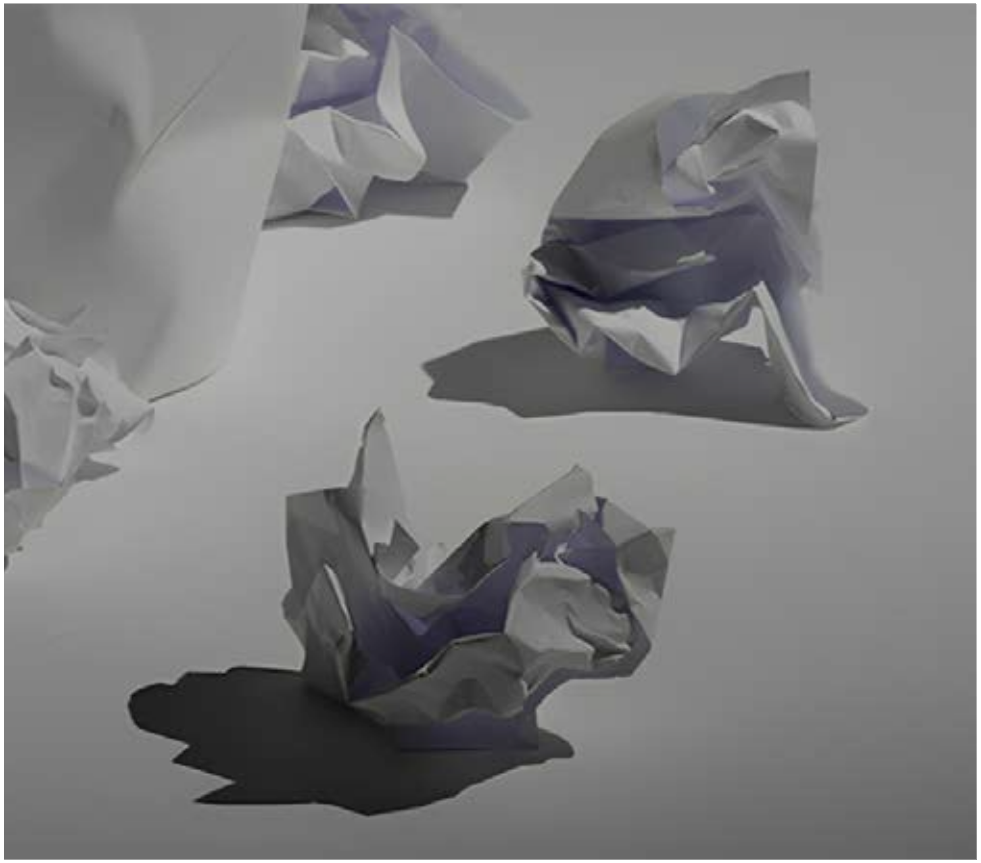
Cornerstones

One pivotal moment came when I witnessed a staggering multi-million-dollar loss in a corporate environment.
It was a harsh wake-up call for all stakeholders, a humbling experience that drove home the unforgiving nature of competitive markets. Businesses must innovate relentlessly or risk being left behind.
That moment taught me that success isn't just about great ideas - it's about bringing them to life with precision, perfect timing, and a deep understanding of market dynamics.

That realization ignited my drive to master differentiation.
I immersed myself in designing and developing unique products that don't just compete - they stand out.
These weren't random innovations; they were thoughtfully crafted solutions built on market insights and a deep understanding of what people truly value.

Along the way, I discovered that while the big picture sets the vision, details make it happen - often in ways we don't immediately recognize. Meticulous attention to detail isn't just important; it's a game-changer.
Minor adjustments, whether in design, strategy, or process, can drive exponential improvements. Fine-tuning even the smallest elements can lead to significant cost savings and revenue growth. These insights reinforced my belief that excellence is in the details, a principle that has guided me throughout my career.

Collaboration has been another cornerstone of my journey. Working alongside talented teams, I've had the privilege of celebrating award-winning designs that didn't just earn recognition - they truly resonated with users. These designs weren't just functional or aesthetically pleasing; they created meaningful experiences. I realized how powerfully people connect with tangible, well-crafted design - engaging all their senses in ways both subtle and profound.



Focused Innovation

The journey to these successes wasn't always smooth. After pouring in countless hours of design work and making substantial investments, I was faced with the harsh reality: a product's worth is often determined in just a few seconds. It's in those brief moments that impressions are formed, value is recognized, and decisions are made.

This experience taught me the essential value of clear communication, attention to detail, and the power of storytelling in every element of a product's design and presentation.

On the flip side, I've also seen firsthand how even modest investments, when directed strategically, can completely transform a business. I had the privilege of working with a company that grew from the ground up to millions in revenue - a true testament to the impact of focused, smart innovation. This experience was a powerful reminder that success isn't just about how much you have; it's about how wisely you use it.

Over the years, these lessons have shaped a formula for success. It's a mix of strategic insight, careful attention to detail, and an unwavering focus on innovation.
This formula has helped me navigate challenges, sharpen my competitive edge, and, most importantly, produce real, meaningful results.

What truly makes this journey fulfilling is the chance to share these insights with others. I'm passionate about helping businesses and entrepreneurs take the lessons I've learned and apply them to navigate their own paths to success.

Whether it's overcoming setbacks, developing standout products, or creating strategies that leave the competition behind, my goal is to help others turn their vision into reality.

Embracing Challenges

My story is a reflection of the resilience found in learning, the power of collaboration, and the boundless potential that emerges when we view challenges as opportunities to grow. I'm here to share these lessons, spark innovation, and guide you toward achieving success that's not only impactful but also enduring.

Svend Onø
· Creative Designer · Advisor · Evaluator
· Chairman of the board · Expert Judge



Image: Akira Hojo

Your Profile

In today’s fast-paced world, I see you - a visionary - standing at the intersection of innovation and practicality.
Your thoughts are loaded with possibilities, yet grounded by the realities of market demands and the unyielding pursuit of the next big, impactful idea.
This book emerges from a profound awareness of that tension - the balancing act between the allure of bold, contemporary and future visions in the steady pursuit of sustainable progress.
It is for you, both visionary and doer, who understands that the future is shaped by those who can not only envision a brighter tomorrow but also bring it to life.

Your Outcome - The Craft of Developing Ideas

In the following pages, you'll uncover the craft of turning your vision and ideas into tangible reality.
Your products will stand out with innovative designs that deeply connect with your customers and market.
Picture a workspace where creativity thrives effortlessly, and every challenge becomes an opportunity for innovation.

This is not just a dream; it's a blueprint for success that I've refined through years of experience and a diverse array of projects across industries.

Within challenges, obstacles and difficulties you can find possibilities, alternatives and potential.

Vision

Which Drives Innovation: Vision or Idea?

The short answer; both of them.
A vision defines what you want to achieve, serving as a guiding principle that informs decisions, strategies, and efforts, aligning them toward a shared future goal.
In essence, a vision is the long-term guiding light, while an idea is the initial concept or thought that can evolve into something bigger with the right direction and planning.

A Vision

The clear, long-term goal or aspiration that provides direction and purpose for the future.

First, define the market with new and creative solutions or refine existing portfolios. A vision represents a picture of what one hopes to achieve, often over an extended period of time, and serves as a guiding force that shapes decisions and actions. A vision is broader and more defined than a single thought or concept; it embodies a deep sense of purpose, values, and a desired end state. It inspires and motivates individuals, teams, or organizations to work together toward a common objective.

In the early design phase, depth comes from asking the right questions:
What problem are we solving? Who is it for? Why now?
These guide the direction and prevent wasted effort.

Early on, it's crucial to make clear choices - and consciously decide what not to pursue. What should be left out, even if it's interesting? What must stay, even if it's hard?
These decisions focus your energy.

Depth isn't about details - it's about clarity.
When you define the right problem from the start, your ideas have a purpose, not just potential.

SMART Approach

Use the SMART approach, a framework commonly used to set clear and achievable goals. It stands for Specific, Measurable, Achievable, Relevant, and Time-bound.
When describing a vision using the SMART criteria, you break down the broad vision into actionable, clear, and manageable components.
Here's how you can apply the SMART approach to a vision:

1. Specific

Clear Vision: Clearly define what the product is and what it aims to achieve. In a hypothetical case; a reusable water bottle that is eco-friendly and made from recycled materials.
Questions to ask: What is the product? What makes it unique? Who will use it, and why is it needed?

Example:
"I want to create a reusable water bottle made entirely from recycled ocean plastics that helps consumers reduce single-use plastic waste."

2. Measurable

Define Metrics: Identify how you will measure success. This could include sales targets, production goals, or environmental impact.
Questions to ask: How will you measure the product's success? How will you track its impact?

Example:
"Our goal is to sell 100,000 units within the first 12 months of launching the product. Additionally, we will track how much plastic waste is repurposed into the bottles, aiming for at least 50 tons of recycled plastic in year one."

3. Achievable

Feasibility: Ensure the product is realistic given the available resources, technology, and market conditions.
Questions to ask: Do you have the resources to produce the product? Can you meet the demands within the timeline? Do you have the necessary skills or team?

Example:
“By partnering with established recycling companies and using a network of eco-friendly suppliers, we have the ability to source the materials and produce the bottles. The product is achievable with the available budget and technology for sustainable manufacturing.”

4. Relevant

Align with Larger Goals: Ensure the product aligns with your personal or business goals and market needs.
The product should make sense in terms of market demand and broader trends, such as sustainability.
Questions to ask: Why is this product relevant now? How does it align with your values, market trends, or societal needs?

Example:
“This product aligns with the growing demand for eco-friendly products and the global trend of reducing plastic waste. It meets the increasing consumer interest in sustainability and provides a viable alternative to disposable plastic bottles.”

5. Time-bound

Set a Deadline: Define the time frame within which you want to launch the product and achieve certain milestones.
Questions to ask: When will you launch the product? What are the intermediate milestones along the way?

Example:
“We aim to launch the product within 18 months. By month 6, we will have completed product design and prototyping, and by month 12, we will have secured manufacturing and distribution partners.”

Summon the **5 SMART** criteria and write your vision here:

.....

.....

.....

.....

.....

.....

Idea

A creative idea can emerge from anywhere

An idea, on the other hand, can be a spontaneous thought or concept that may arise in response to a need, challenge, or inspiration. It is often the starting point for creativity and problem-solving but lacks the comprehensive direction of a vision. Ideas can be simple, abstract, and flexible, and they can evolve or change over time. An idea is often the seed from which a vision can grow.



Image: Marcos Paulo Prado

Embrace uncertainty

By embracing uncertainty, you allow for more imaginative solutions and a greater range of possibilities.
While creativity is often perceived as a fuzzy, unpredictable process, this perception is largely true.
The nebulous, imprecise, and unpredictable nature of creativity, however, harbors immense potential for innovation and success.

To develop a new idea and craft content or solutions appropriate to a specific task, one must embrace an open process where everything feels possible.
In this phase, ideas are fragile and vulnerable, easily dismissed or overlooked.
The uncertainty surrounding new concepts invites critical questions - questions that may not yet have answers, as certain aspects have not been fully considered.

On a personal level, pursuing a new idea can feel irrational, awkward, and even daunting.
Doubts arise: Is this idea practical? Will it succeed?
A natural nervousness often accompanies this journey.
Yet, these inhibitions and uncertainties can be transformed into powerful assets.

Harnessing diverse ideas not only fuels innovation but also ensures that you are constantly adapting, improving, and pushing boundaries in pursuit of excellence.
Contrary to its messy reputation, creativity is not an entirely mysterious and flimsy process - in fact, you can turn it into a structured endeavor loaded with potential.

How can you foster inclusive ideation?

- and why is it important

Whether you are the creator of the idea or part of the collaborative process, you will need to step outside your concealed and confidential box to share your idea. Creativity thrives in an environment that encourages risk-taking and collaboration.

Inclusive ideation amplifies diverse voices and skills, sparking creativity and driving innovation. By encouraging open dialogue, embracing varied perspectives, and nurturing a supportive environment, everyone is empowered to contribute. This approach strengthens team dynamics, uncovers unique solutions, and leads to more informed decision-making.

There's nothing more important for a business than a competitive advantage. And competitive advantage comes from delivering unmatched value to your customers better than anyone else. This is why inclusivity is much more than just the right choice; it's a strategic advantage, essential for sustained success in the ever-evolving markets.
From experience, this holds true whether you're a startup or an established brand.

Don't hold back ...

anything is possible when you play with ideas.

1. Start with the Core Concept
For instance, "My idea is to create a reusable water bottle with a built-in filter that purifies water as you drink."

2. Provide Context or Background
"As people become more health-conscious and environmentally aware, there's a growing demand for sustainable and portable solutions for clean drinking water. Single-use plastic bottles are harmful to the environment, and many areas have water quality concerns."

3. Explain the Details
"This water bottle would have a filter integrated into the lid. As you drink, water is filtered through the lid's filter, ensuring you get clean, purified water wherever you are. The bottle is made from stainless steel, making it durable and insulated to keep water cool for hours."

4. Highlight Benefits
"The main benefit of this product is convenience and sustainability. It eliminates the need to buy bottled water, helps reduce plastic waste, and ensures clean drinking water on-the-go, whether you're hiking, traveling, or commuting. The filter is replaceable, so the bottle lasts a long time."

5. Address Potential Challenges
"A potential challenge is ensuring that the filter lasts long enough for regular users. To address this, we can design the filter to last for about 3 months with normal use, and offer a subscription service for easy filter replacements."

6. Use Visuals
"The bottle would have a sleek, ergonomic design, with a sturdy base to avoid tipping. Imagine a water bottle similar to those popular stainless steel brands but with a small, discreet filter system built into the cap."

7. Use Analogies or Metaphors
“It’s like having a portable water purification system that fits in your bag. Just like a coffee maker filters out impurities from water before brewing, our bottle filters it as you drink.”

8. Be Concise but Thorough
“The result is a sustainable, user-friendly product that helps you stay hydrated with clean water, all while reducing your environmental footprint.”

Summary
By describing the product this way, you give a clear understanding of its function, benefits, and market need, while keeping it easy for the audience to visualize and relate to.

While an idea could be valuable, it lacks the broader scope and long-term aim of a vision until it is refined and developed into something that aligns with a larger purpose.



Squiggle - Damien Newman

Summon your thoughts
Describe your idea:



Image: Evie

Financially speaking, your idea isn't very valuable - at least not yet.

To become valuable, your idea must first take shape in some form, whether through writing, illustrations, models, a product, or another tangible result … a work.

"However, your work holds great potential to create something truly desirable and valuable!"

Should you end up with a bestseller, then you will definitely have to proactively protect the work and your business. The moment you go public and achieve success in the market, the competitors will get close, and sometimes even copy, to have a slice of your success and revenue.
This is why it is important to set your design apart, creating something truly unique to safeguard your product.

Intellectual Property Rights will be a recurring theme throughout this book, as they are crucial and must be carefully managed.

Return on Investment in Design

Design should be viewed as a strategic investment rather than a cost. Research shows that businesses prioritizing high-quality design experience notable boosts in customer engagement, sales, and brand visibility. This underscores design's pivotal role in driving measurable results.

The return on investment in design manifests in multiple ways: Enhanced customer satisfaction fosters loyalty, superior branding builds trust and recognition, and compelling products.
Companies that embrace quality design not only elevate their market position but also secure long-term financial benefits.
In essence, design is a catalyst for business growth, making it a crucial element in achieving sustainable success.

Concept

From Vision to Reality

A creative idea can arise from anywhere.
It might be rooted in the wisdom of experience, keen observation, deep reflection, or even an intuitive flash of insight. At times, ideas emerge as solutions to specific challenges or in response to moments of inspiration.
Often, they are a combination of these elements - a fusion of deliberate thought and spontaneous creativity.
The source of an idea, whether meticulously reasoned or purely instinctive, does not determine its value.

What truly matters is what you do next
Turning a vision into reality involves a series of structured steps. By focusing on these essential stages, you can nurture your idea into a meaningful creation.



Image: Med Badr Chemmaoui

Let’s explore these steps in detail

1. Communicate, Connect, and Collaborate
The first step is building a team. Consider the qualifications, expertise, and talents necessary to support and advance your idea. A strong team brings together diverse perspectives and skills. Effective communication is the cornerstone of this collaboration - aligning everyone toward a common goal. Sharing the vision with the right people lays the foundation for a united effort.

2. Gather Data and Research the Field
Understanding the landscape of your idea is critical.
Dive deep into research to uncover insights about the field, market, or problem you aim to address. This step validates your idea and ensures it is well-grounded in reality.
By analyzing trends, users, challenges, patents, copyrights, markets, manufacturing, and marketing, you gain the insight needed to position your concept effectively.

3. Outline a Concept
With your team in place and a solid foundation of research, it’s time to outline the concept. Think of this as the blueprint for your idea. Define its core elements, objectives, and unique value. Collaboratively refine the concept to ensure clarity and feasibility. This stage is where your vision begins to take tangible shape, moving from abstract thought to actionable design.

4. Define a Solution and Design
The next step is to focus on the solution itself.
What problem does your idea solve, and how will it do so?
Develop a detailed design that captures this solution, whether through strategic plans, prototypes or mock-ups.
This stage is critical in translating your concept into something actionable and impactful.

5. Complete the Design
Finally, realize the design. This stage involves bringing the concept to life through manufacturing, distribution, and marketing. The goal is to deliver your idea to its intended audience, ensuring it meets their needs and expectations. This phase often demands resilience and adaptability, as unforeseen challenges may arise.

Implement
Though these 5 steps may seem straightforward, they can become complex in practice.
Simplicity is key to navigating the process effectively.

Recognizing this need for clarity and structure,
I developed innokit™ - a model designed to guide you through the stages of *Change*, *Innovation*, and *Design*.
It serves as a reliable framework to simplify and support the journey from idea to realization, helping you stay focused and organized.

Find the innokit™ model on page 76 to 90.

**Every creative idea, big or small,
has the potential to make a significant difference.**

Nurturing creative ideas with determination and a clear process, your ideas will become a reality and make an impact - Simply, make it happen!

CASE: Radical Innovative Design

Brief - Introduction
“The bathroom accessories market is filled with generic and uninspired products. As a startup, I aim to solve this problem by introducing a truly unique and exciting product that will not only differentiate my brand but also cater to consumers’ desire for something different.” - Jacob

First step - We investigated market to create insight
The market was thoroughly investigated.
A study is necessary to avoid imitating any existing products, and to develop a unique design solution.

Second step - We created ideas with imagination
Based on the observation that traditional nylon brushes for cleaning the toilet are disgusting.
We set out to offer a toilet brush with a more efficient cleaning and sustainability through a much longer life for the product.

Third step - We designed function
The DAILY silicone brush is designed with ribs and has the right softness and shape to scrub and clean all surfaces in a toilet.
Silicone is an obvious choice for cleaning toilets.
The ribs do not collect dirt, as a traditional brush does between the nylon hairs.
Bacteria cannot grow on silicone and in this way keep the DAILY clean.
Silicone is a very durable material.
DAILY has been designed for daily use for many years, contributing to protect the environment.



Fourth step - We designed aesthetics
The design strives to be innovative and traditional at the same time.
As little design as possible, honest and discreet, easy to understand, and the aesthetics are of a long-lasting and durable nature.

Result - With radical innovative design we created a head start for RODE Bath.
The DAILY silicone brush was among the first of its kind, if not the very first, on the world market.

“I challenged Svend Onø to develop a design for a new family of bathroom accessories for RODE Bath.
To our satisfaction, he proved to be a highly talented and competent designer and came up with numerous inspiring and excellent ideas we could choose from.
The design solutions and ingenious toilet cleaner were the starting point of developing our new business and brand.

Svend’s professional approach, dedication and creative spirit, resulted in a design profile which we expect to have a high impact and international success.
It has been a great pleasure working with Svend and I give my best recommendation.”

Jacob Rode - RODE Bath

Change Innovation Design

Driving Societal Progress

The connection between change, innovation, and design goes far beyond individual products or industries; it is the driving force behind societal progress as a whole. Together, these elements empower societies to tackle pressing challenges, enhance the quality of life, and build a brighter future. They foster a culture of adaptability and continuous learning, helping individuals and organizations embrace complexity and uncertainty.

For businesses, understanding this synergy is essential for long-term success. Organizations that recognize the importance of change, invest in innovation, and prioritize thoughtful design are better positioned to stay competitive and create meaningful, lasting value.
On a broader scale, governments and policymakers can harness this relationship to stimulate economic growth, support sustainable development, and address global challenges.

Dynamics and Synergy

The relationship between change, innovation, and design is the foundation of progress. Change sparks the need for action, innovation brings creative solutions, and design makes sure these solutions are accessible, functional, and impactful. Together, they create a dynamic and continuous cycle that fuels transformation across industries and societies. By embracing the synergy between these forces, we can build a world where challenges are met with ingenuity, and progress is driven by thoughtful, purposeful solutions.



Image: Christopher Sardegna



Image: Pure Julia

Change, Innovation and Design

The intersection of Change, Innovation, and Design is a powerful force driving progress, helping societies, industries, and businesses adapt, grow, and thrive in a world that's constantly evolving. These three elements aren't separate but are intertwined, creating a dynamic cycle of transformation. This cycle not only tackles challenges but also seizes opportunities and shapes the future. By exploring how they work together, we can better understand their combined impact in creating meaningful advancements.

Understanding Change as a Catalyst

Without change, there's no progress. Change is a constant part of life - reflecting the ongoing evolution of our values, technology, and economy. It's what helps us move from one phase to the next, often driven by both internal and external factors. On the outside, change might be triggered by global events like climate change, shifts in demographics, or technological breakthroughs. On the inside, it can stem from things like business growth, leadership transitions, or changes in customer expectations.

No matter where it comes from, change challenges us all to reassess how we do things and adapt.

While change can feel uncomfortable because it disrupts the familiar, it's also a powerful force for growth and improvement. Embracing it helps organizations stay competitive, relevant, and open to new opportunities. Take, for example, businesses that recognized the early signs of digital transformation. Those that adapted quickly used it to improve operations, offer better customer experiences, and reach new markets. Ultimately, change sparks innovation, pushing people and organizations to think creatively and find new solutions.

Innovation as a Response to Change

Innovation is the process of creating and implementing new ideas, products, services, or processes that address challenges or opportunities presented by change.

- Sometimes innovation is to gently upgrade or redesign the existing - this is incremental innovation.
- Sometimes innovation emphasizes novelty and technological breakthroughs - this is radical innovation.
- Sometimes innovation creates new markets and displaces established ones - this is disruptive innovation.

Disruptive innovations introduce entirely new concepts that redefine industries, like smartphones. Incremental innovations refine and improve existing solutions, such as advancements in battery technology or product features.

At its core, innovation is about solving problems, improving existing solutions, addressing emerging needs, and adding value. It thrives on creativity, experimentation, and challenging norms.
Organizations that prioritize innovation foster cultures that encourage risk-taking and out-of-the-box thinking.

Innovation is both a response to and a driver of change. It tackles challenges, enabling adaptation and growth, while sparking transformations that push boundaries.
For example, renewable energy technologies emerged to address climate change. These innovations are reshaping energy markets and driving economic shifts.

Another example, companies like LEGO have revolutionized the toy industry by continuously innovating their iconic building system, integrating digital experiences, and expanding into education and entertainment through robotics and storytelling.



Image: Aaron Burden



Image: Karl Hörnfeldt

Design as the Bridge Between Change and Innovation

Design is a universal language that goes beyond shapes and materials - it shapes behavior, motivates action, and connects people to solutions. Whether digital, physical, or hybrid, design brings intention to function and emotion. Its power lies in versatility: everything can and should be designed with people in mind, from interfaces to tangible objects to systems.

In product or industrial design, it creates physical products that are intuitive, accessible, and aesthetically appealing. Great design integrates seamlessly into people's lives, making new ideas both valuable and meaningful.

Industrial design finds the balance between form and function. It considers materials, manufacturing, ergonomics, and usability to craft products that serve both producers and consumers. Take modern smartphones – they fuse cutting-edge technology with sleek, lightweight forms that are easy to hold. Designers also account for sustainability, ensuring products are environmentally responsible throughout their lifecycle.

The design process is iterative, involving research, prototyping, testing, and refinement. Designers collaborate with engineers, marketers, and stakeholders to ensure the product meets technical feasibility, market demand, and user expectations.

A well-designed product is more than a tool. It enhances user experiences, solves problems, and creates an emotional connection with the user. Think of iconic brands like Apple, where products are admired not only for their functionality but for timeless designs that speak to simplicity, elegance, and innovation.

The Power of Change, Innovation, and Design Working Together

When change, innovation, and design come together, they create a dynamic synergy that fuels continuous growth and transformation. Change sparks the need for new solutions, while innovation responds with fresh, creative ideas.

Design takes those ideas and turns them into practical, desirable products or systems. This interplay drives progress in industries and societies alike.

Take the transformation of electric vehicles, for example. Growing concerns over environmental impact and fuel dependency created demand for alternative transportation. This spurred innovation in battery technology, energy efficiency, and autonomous driving.

Industrial design made electric vehicles not only functional but also visually appealing and user-friendly. Early models were often seen as impractical, but modern electric cars feature sleek aesthetics, intuitive interfaces, and advanced safety features. This fusion of change, innovation, and design has accelerated adoption and continues to push sustainable mobility forward.

Healthcare provides another powerful example of this synergy. As consumer awareness and healthcare needs shifted, innovation took shape in the form of health-monitoring devices. Industrial designers then transformed these innovations into wearable products, like smartwatches and fitness trackers, that are not only stylish but also comfortable and easy to use.
These devices empower individuals to take charge of their health and generate data that drives medical research and personalized care forward.



Image: Rebecca Harris



CASE: Designed for millions of transactions

SAGEM's FLEXI payment terminal has revolutionized the way transactions are processed in Denmark, with more than 4.5 million Danish credit cards relying on its seamless functionality. The device has processed millions of transactions, contributing to an annual turnover of around 86 billion euros.

This success is no accident; key factors such as interface, functionality, and ergonomics have played a vital role in the terminal's widespread adoption.

FLEXI is designed with the highest standards of security to protect both merchants and customers, ensuring safe and reliable payment experiences. Its user-friendly interface makes it accessible for both customers and store staff, while its adaptable design allows it to blend seamlessly into any store interior. Whether in a retail shop or a busy restaurant, the FLEXI terminal's ergonomic features provide ease of use, reducing friction in fast-paced environments.

By meeting the evolving needs of businesses and consumers, the FLEXI terminal has become a trusted solution for modern payment processing in Denmark, offering unmatched reliability and versatility.
Its success is a testament to the power of thoughtful design and engineering that shaped the future of digital transactions.

Mindset & Models

Mindset

The Power of Mindset and Awareness

While there are countless mindsets one can adopt, when it comes to driving change, innovation, and design, two stand out: the CEO mindset and the Entrepreneurial mindset; The Scale Strategist and the Vision Creator.

Mindset fuels growth and resilience, while self-awareness enhances clarity and emotional intelligence.

True success is built on integrity, honesty, and generosity.

The right mindset empowers individuals and organizations to overcome challenges, make informed decisions, and align actions with strategic goals, ultimately enhancing effectiveness and enabling sustained success.

While both the CEO mindset and the entrepreneurial mindset are essential for leading and building businesses, they differ in approach, focus, and scope - each bringing unique strengths to the table.
Here's a breakdown of the key differences between the two:

1. Vision and Focus

CEO Mindset: CEOs often focus on long-term sustainability and growth within an established company. Their vision tends to be more about refining, expanding, and managing a business that's already in motion. They focus on aligning various teams, managing existing resources, and scaling operations.

Entrepreneur Mindset: Entrepreneurs are typically more driven by the creation of something new or solving a problem in a novel way. Their focus is on innovation, adaptability, and turning an idea into a profitable business. They are often more flexible in their vision, experimenting and pivoting as they find what works.

2. Risk Tolerance

CEO Mindset: CEOs of established companies generally have a lower tolerance for risk. They manage existing operations, so their decisions need to balance innovation with protecting the company's assets and stability. CEOs typically make data-driven, calculated decisions that minimizes risks.

Entrepreneur Mindset: Entrepreneurs are known for their high risk tolerance. They take bold risks in the early stages of their ventures, often without the safety net of established resources or market share. They embrace uncertainty, seeing it as an opportunity to disrupt markets or build something groundbreaking.

3. Resource Management

CEO Mindset: A CEO focuses on optimizing and managing a company's resources, people, finances, and systems. They work with a larger team, delegating tasks and ensuring operational efficiency across departments. They manage the organization's capacity to execute its vision.

Entrepreneur Mindset: Entrepreneurs often start with limited resources and must wear many hats, from sales to operations to marketing. They are resourceful, constantly figuring out how to do more with less. Entrepreneurs are often in the trenches, directly involved in the day-to-day activities.

4. Leadership Style

CEO Mindset: CEOs are generally more focused on organizational leadership. They lead teams by setting clear objectives, aligning departments, and ensuring everyone is working toward the company's overarching goals. Their leadership is more about management and delegation.

Entrepreneur Mindset: Entrepreneurs often lead by example and take a hands-on approach. They inspire by being at the forefront, tackling challenges head-on, and showing passion for their vision. Entrepreneurs tend to foster a culture of innovation and risk-taking among their teams.

5. Decision-Making Approach

CEO Mindset: CEOs make decisions that impact the company as a whole, often after consulting with a leadership team and relying on data, strategy, and market analysis. Their decisions tend to be more deliberate and strategic, based on the long-term health of the company.

Entrepreneur Mindset: Entrepreneurs tend to make quicker decisions with less information. They act fast, trusting their instincts and being willing to fail fast and pivot when necessary. Their decision-making is often driven by the need to move quickly to seize opportunities or adapt to market changes.

6. Strategic Thinking

CEO Mindset: CEOs think strategically about growth, profitability, and scaling. Their long-term thinking often involves managing risks, navigating competition, and optimizing resources to ensure the company's continued success.

Entrepreneur Mindset: Entrepreneurs often think more opportunistically, focusing on innovation and disruption. Their strategy revolves around creating value quickly and capturing market attention, sometimes with less concern for the long-term consequences. Entrepreneurs may also be more open to iterating on their business model as they learn from their mistakes.

7. Role in the Business Lifecycle

CEO Mindset: The CEO is often in place after the company has reached a certain level of maturity.
They oversee day-to-day operations and maintain the company's direction, often refining processes, improving profitability, and expanding market presence.

Entrepreneur Mindset: Entrepreneurs are typically involved in the early stages of the business lifecycle.
They are the creators, the ones who build the company from the ground up, usually taking it from a small startup to a viable business. Their main role is conception, innovation, and market entry.

8. Adaptability and Flexibility

CEO Mindset: CEOs of established companies often prioritize stability and incremental improvement.
While they may innovate and adapt, their main role is maintaining a steady course for the organization while minimizing disruption.

Entrepreneur Mindset: Entrepreneurs are highly adaptable and constantly pivoting in response to market feedback, competition, and unforeseen challenges.
Flexibility is crucial in the early stages, where change is often rapid, and agility is necessary to survive and thrive.

9. Mindset Towards Failure

CEO Mindset: Failure is viewed by CEOs as something to be minimized, with an emphasis on risk management and strategic planning to avoid costly mistakes.
Failure is often seen as a setback that can be mitigated with proper planning and execution.

Entrepreneur Mindset: Entrepreneurs often embrace failure as a learning experience. They view setbacks as stepping stones to success, learning from each failure to improve their approach, product, or market fit.
Failure is seen as an inevitable part of the entrepreneurial journey. Ambition Drives Growth and Performance.



Image: Markus Spiske

In Essence

CEO Mindset is about leading, managing, and scaling an established company.

Entrepreneur Mindset is more about creation, innovation, and taking risks to bring a new idea to life.

Both ambitious mindsets are crucial at different stages of a business's lifecycle, and they require different skill sets, approaches and mindsets to succeed.

Models

Key Drivers of Successful Change and Innovation

Driving change and innovation requires clear vision, strong leadership, and a culture that embraces adaptability and creativity. Effective communication, stakeholder engagement, and strategic alignment ensure smooth transitions. Empowering teams, encouraging collaboration, and investing in resources foster innovation. Combining structured approaches with agility enables organizations to thrive in dynamic environments.

Comparing change models with innovation models involves understanding their purposes and methodologies, as both are critical frameworks for driving progress in organizations.

Change models primarily focus on managing transitions within systems, helping individuals, teams, and organizations move from a current state to a desired future state. These models are often employed to address resistance, ensure smooth implementation, and sustain results over time.

Innovation models, on the other hand, emphasize the creation of novel ideas, products, or processes that drive competitive advantage, market disruption, or transformative growth. Although their goals may seem distinct, change and innovation are deeply intertwined in organizational success.

Change Models are rooted in understanding human behavior, systems thinking, and organizational dynamics. It provides structured approaches to help stakeholders adapt to new environments, whether the change is technological, structural, cultural, or procedural.
Models such as Kotter's 8-Step Change Model, Lewin's Change Management Model, and the ADKAR framework are widely used to guide these transitions, addressing the human and operational sides of change. They emphasize minimizing resistance, ensuring engagement, and achieving long-term integration of new practices.

Innovation Models, conversely, prioritize the ideation and execution of breakthrough solutions. These frameworks often involve creative problem-solving, exploration of uncharted opportunities, and iterative design.
Models like Open Innovation, Design Thinking, and the Stage-Gate Process are examples of how organizations can systematically approach the challenge of creating value in rapidly changing environments. Whether the focus is on incremental improvements or disruptive innovations, these models aim to enhance adaptability and competitiveness in an ever-evolving market.

The interplay between these two types of models becomes evident when considering the practicalities of applying innovations within organizations. While innovation models drive the development of new ideas, change models ensure their successful adoption and integration. For instance, a revolutionary technological advancement may require a change management strategy to align employee workflows, customer expectations, and organizational processes with the new solution. This dynamic relationship underscores the need to understand both types of frameworks comprehensively.

In this comparison, I briefly present 10 change models and 10 innovation models, examining their objectives, methodologies, and applications.
By identifying their similarities, differences, and points of convergence, I aim to provide insights into how organizations can effectively harness both change and innovation to thrive in complex and competitive environments.

Comparing change models with innovation models involves understanding their purposes and methodologies.

Below, I outline the key features of 10 change models and 10 innovation models. This is followed by a comparative analysis.

10 Change Models

- **Kotter's 8-Step Change Model**
  Emphasizes creating urgency, forming coalitions, developing a vision, and embedding changes into culture.

- **Lewin's Change Management Model**
  Uses the stages of Unfreeze, Change, and Refreeze to facilitate transition.

- **ADKAR Model**
  Focuses on Awareness, Desire, Knowledge, Ability, and Reinforcement for successful change.

- **Bridges' Transition Model**
  Differentiates between change (external) and transition (internal psychological shifts).

- **McKinsey 7-S Model**
  Highlights interdependent elements like Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff.

- **Kübler-Ross Change Curve**
  Adapts the stages of grief (denial, anger, bargaining, depression, acceptance) to organizational change.

- **Prosci Change Management Framework**
  Structured process focusing on project-level change management and employee adoption.

- **Lippitt's Phases of Change Theory**
  Builds on Lewin's model with a focus on detailed action plans.

- **Nudge Theory**
  Uses subtle interventions and behavioral economics to encourage desired outcomes.

- **The Burke-Litwin Model**
  Explores transformational and transactional changes, focusing on organizational performance and environment.

10 Innovation Models

- **Open Innovation Model**
  Encourages the use of external and internal ideas to drive innovation.

- **Disruptive Innovation Model**
  Focuses on innovations that disrupt existing markets or create entirely new ones.

- **Incremental Innovation Model**
  Small, continuous improvements to products or processes.

- **Radical Innovation Model**
  Revolutionary changes that significantly alter markets or industries.

- **Blue Ocean Strategy**
  Innovation through creating untapped market spaces and making competition irrelevant.

- **Reverse Innovation**
  Innovations developed in emerging markets and adapted for advanced economies.

- **TRIZ Model**
  A systematic problem-solving approach based on invention patterns; TRIZ resolves contradictions using inventive principles.

- **Triple Helix Model**
  Collaboration between academia, industry, and government for innovation.

- **Stage-Gate Innovation Process**
  Sequential steps (idea, feasibility, development, testing, launch) to ensure successful innovation.

- **Design Thinking**
  User-centric approach leveraging empathy, ideation, and prototyping to innovate solutions.

Comparative View

Aspect	Change Models	Innovation Models
Objective	Transition individuals or organizations from current to desired states.	Develop new products, services, or methods for competitive advantage.
Focus	Emphasizes managing resistance and ensuring adoption.	Centers on creating value and staying ahead in the market.
Process	Structured and often sequential steps (e.g., Kotter, Lewin).	Iterative and flexible processes (e.g., Design Thinking).
Approach	Behavioral and psychological strategies (e.g., ADKAR, Kubler-Ross).	Creativity, experimentation, and collaboration (e.g., Open Innovation, Blue Ocean).
Tools/Frameworks	Analytical and systemic tools like McKinsey 7-S or Burke-Litwin.	Ideation and prototyping tools like Stage-Gate or 4Ps.
Change Nature	Can be reactive. (responding to external pressures).	Proactive and forward-looking.
Stakeholders	Employees, management, and customers affected by change.	Customers, partners, and sometimes regulatory bodies driving innovation.
Time Horizon	Short-to-medium term focus on stabilization and sustainability.	Medium-to-long term with a focus on future potential.
Risk	Risk management focuses on resistance and failures in adoption.	Higher risk tolerance to foster breakthrough ideas.
Outcome Measurement	Success measured by adoption rates, performance stabilization.	Measured by market impact, revenue growth, or customer satisfaction.

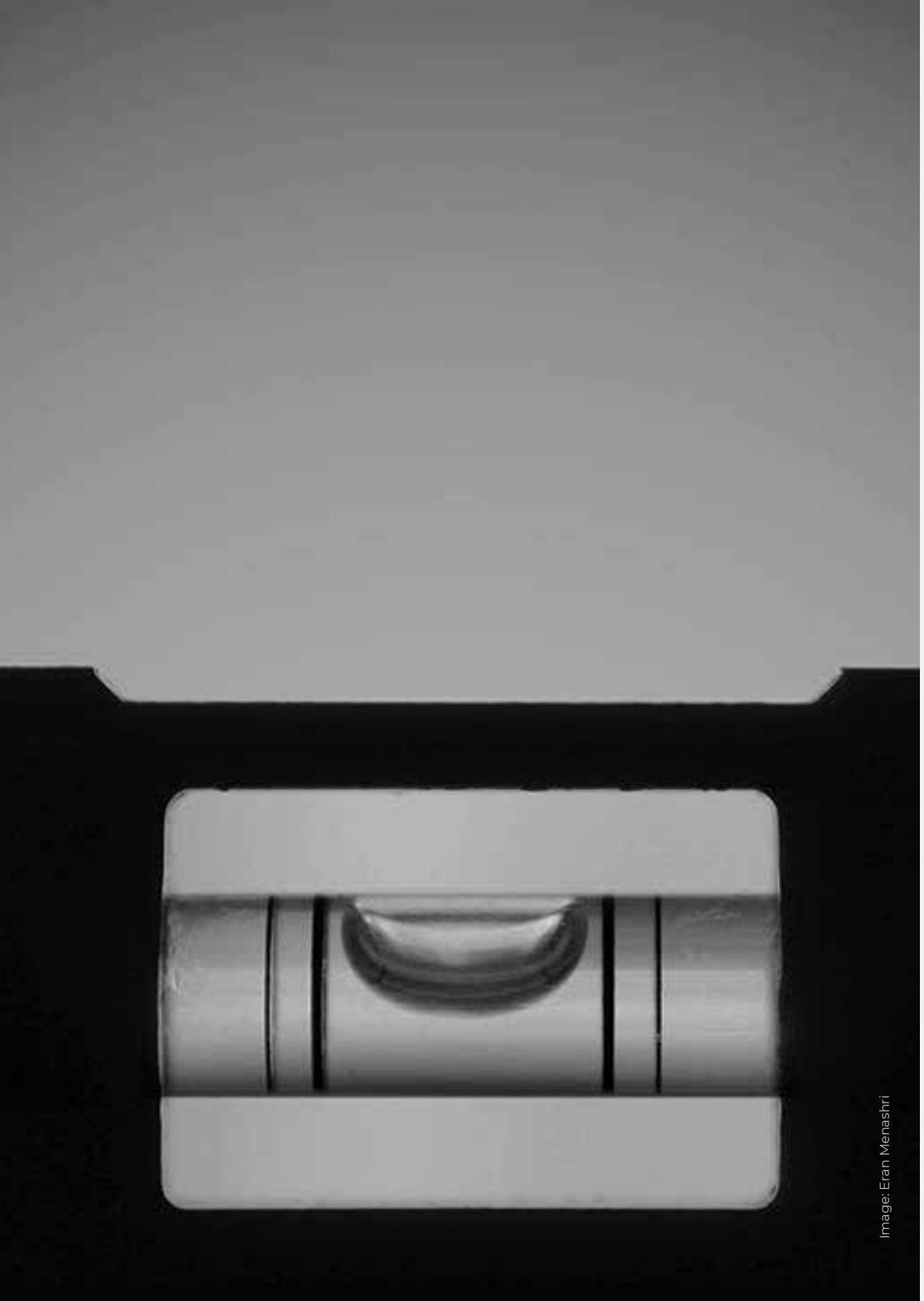


Image: Eran Menashri

Aligning Vision and Skills

While **Change Models** are designed to guide transitions in established systems, **Innovation Models** focus on the creation and implementation of new systems or ideas.

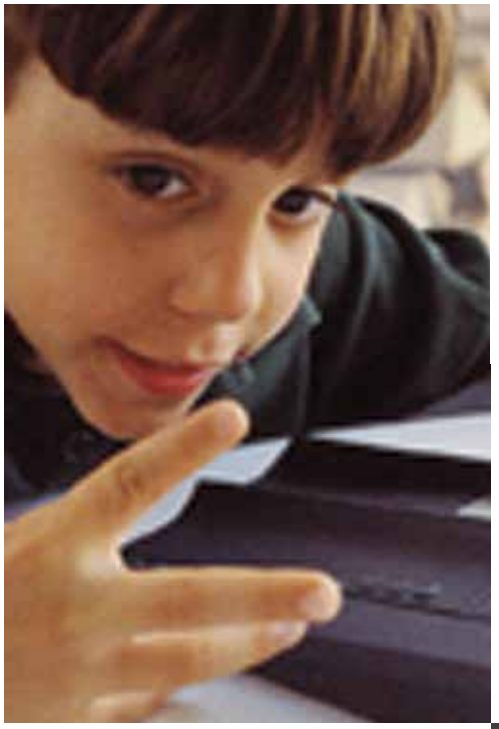
Startups, in particular, often rely heavily on innovation models to disrupt markets and introduce novel products or services. For example, an entrepreneur might develop an innovative solution, while simultaneously using change models to manage the transformation within their organization and help employees adapt to the new ways of working.

Change management often integrates with innovation to ensure new ideas are adopted effectively. Organizations, including startups, may use change models to manage the shift resulting from innovations, emphasizing their interdependence.

Holistic design is where true innovation and meaningful transformation happen.

“

“Be inventive ... Vision often lies in the details, innovation doesn’t need to change the world to make a valuable difference.”















CASE: Integrated Design

Creating a synergy of specialists can open for new unconventional possibilities that better solve the objectives of the project.

A holistic approach and with an integrated structure results in seamless project development.

More efficient planning, specifications and reviews between stakeholders like Design, Engineering, Marketing and Management who collaborate leads to improved and better solutions with the users in mind.

From 24 to 12 months
Previous to 1990 the Swiss company Ascom needed 24 months to design and develop telephones.
Integrated Design was introduced by the design team and we shortened the time of development by another 12 months.

From 12 to 9 months
3D Computer Aided Design was introduced which initially reduced time for development from 12 to 9 months.

From 9 to 6 months
The process was optimized with CAD/CAM facilities.
Time for design and development was reduced once more, from 9 to 6 months.

Great return
With a very large corporate team, efficiency is crucial and consequently the savings was substantial.
Furthermore Ascom could respond immediately to market and adjust portfolio and clients requests.









Proof of Excellent Work and Good Design

iF Design Award granted Ascom Industrial Design 6 times.

The iF Design Award, which spans multiple disciplines, has more than 5500 entries from around 59 nations every year.

“

“The projects were completed efficiently, with a holistic approach, great attention to detail, consistently meeting deadlines, and exceeding our expectations.”

Martin Iseli - Ascom Schweiz



Discover innokit™

Image: Robert Wiedemann

innokit™ - Turning Vision into Reality

When you know that something is possible and have a clear idea of how to achieve it, the moment your product reaches the market, it's almost inevitable that it will spark competition - and often, it gets copied quickly.

Generating ideas and concepts is not the true challenge. The real difficulty lies in asking the right question and uncovering what's possible and being the first to bring it to life before anyone else realizes its potential. Staying ahead demands relentless innovation, constant development, and a commitment to evolution, all while knowing that others will always follow in your wake.

Whether your idea comes from an individual, small team, or large company, a clear strategy to turn it into reality is essential:

Clarity and Focus: A solid method provides a clear strategy and game plan that helps you navigate from concept to reality. Without a structured approach, it's easy to get lost in the complexity of realization, losing focus and direction.
A method ensures you know what steps to take, when to take them, and how to stay on track.

Efficiency: Ambitions, especially large ones, require significant time and effort. A structured approach minimizes wasted time and resources by offering strategies that have been tested and refined. This leads to more efficient use of resources, whether human, financial, or technological.

Risk Management: Every project comes with risks.
A solid method often includes steps for assessing and mitigating risks, making it easier to anticipate potential issues and avoid costly mistakes.
By leveraging established frameworks, you can make informed decisions that reduce uncertainty.

Accountability and Measurement: Achieving your ambitions requires the ability to track progress and hold yourself, and your team, accountable. A solid method includes milestones and metrics to measure success, ensuring that you can assess whether you're on the right path or need to adjust your approach.

Consistency: Particularly in large organizations, maintaining consistency across teams and independent specialists is crucial. A solid method creates a shared understanding of how to approach tasks, making collaboration easier and aligning efforts across different areas. This consistency helps prevent miscommunication and inefficient efforts.

Scalability: Ambitions often grow or evolve over time.
A solid method is scalable, meaning it can adapt to changing conditions or expand as needed.
Whether you're growing a small initiative into a larger project or adjusting to unforeseen challenges, a tested framework provides flexibility to scale up effectively.

Sustainability: Achieving your ambition is not just about reaching a final goal but about sustaining that success.
A solid method includes strategies for ongoing improvement and adaptation, ensuring that success isn't fleeting and that you continue to grow and evolve.

In short: Adopt or die.
A solid method serves as a powerful tool that transforms ideas and visions into tangible outcomes.
It not only supports the efficient execution of plans but also enhances creativity, fosters innovation, and provides a foundation for long-term success.

Merging Mindset and Models

I've combined the strengths of different change management and innovation models. I call this approach innokit™ which is a model that combines the structured progression of linear models with the adaptability and user-centric focus of agile design thinking.

As described in the next chapter, innokit™ brings together the best of open innovation and internal or confidential innovation. It ensures intellectual property protection safeguarded through strong frameworks.

innokit™ is designed to be flexible yet disciplined, encouraging creative disruption without losing focus on market readiness. It emphasizes iterative development and access to real-time feedback to ensure feasibility and customer satisfaction. At its core, it is grounded in brand values, emphasizing innovation with integrity while promoting inclusivity and sustainability in every part of its operations.
By identifying opportunities in untapped markets, it strives to drive meaningful progress, aligning business growth with Environmental, Social, and Governance (ESG) principles, creating value for all stakeholders.

This hybrid approach is ideal for inventors, entrepreneurs and organizations seeking a balanced pathway to innovation. It combines strategic foresight, operational flexibility, and user-centered design to maximize impact while minimizing risks.
innokit™ empowers creatives and teams to innovate smarter, faster, and more sustainably.

Design your System

From concepts and ideas to real-world outcomes, the possibilities are endless. innokit™ is a versatile model that gives you the freedom to create a system that fits your needs and integrates seamlessly with your existing infrastructure.

Let's dive into the opportunities ahead.

In the upcoming chapters, I will take up the essential skills and factors required to turn a vision into reality.
The order in which these are presented depends on your current status, ambitions, and the skills you need to develop. You can tackle them all at once, step-by-step, or individually. The process is flexible, so you can tailor it to suit your unique objectives, setup, and resources.

Key Features of the innokit™ Model

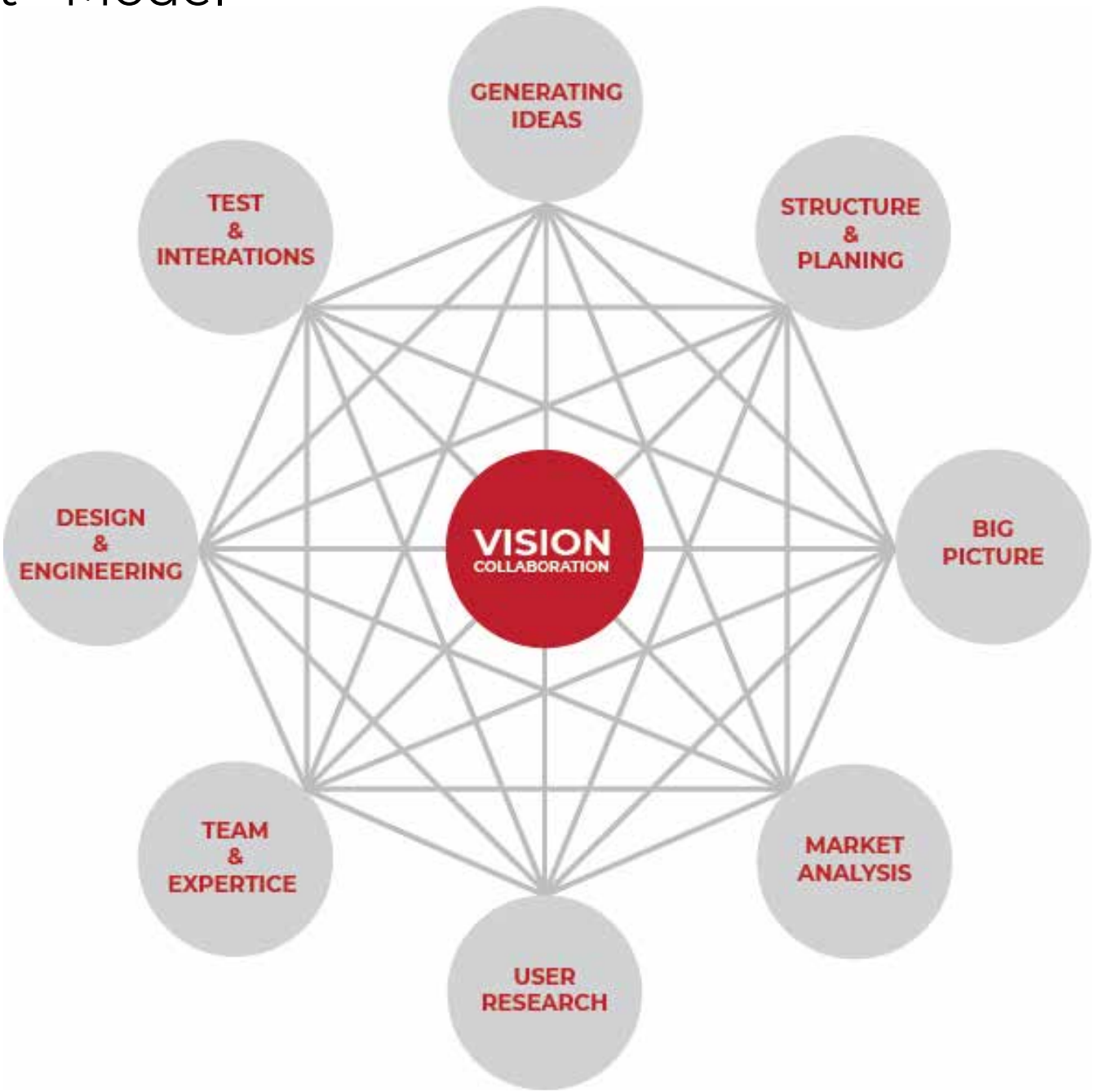
Interconnected Processes:
- Focus on simultaneous, rather than siloed, actions across departments.

Feedback Loops:
- Ensure continuous improvement through iterative feedback at each stage.

Unified Metrics:
- Shared Key Performance Indicators track success across innovation and change dimensions.

Leadership-Driven Collaboration:
- Leadership ensures alignment and engagement across the organization and project.

The innokit™ Model



© Onø Design - 2025

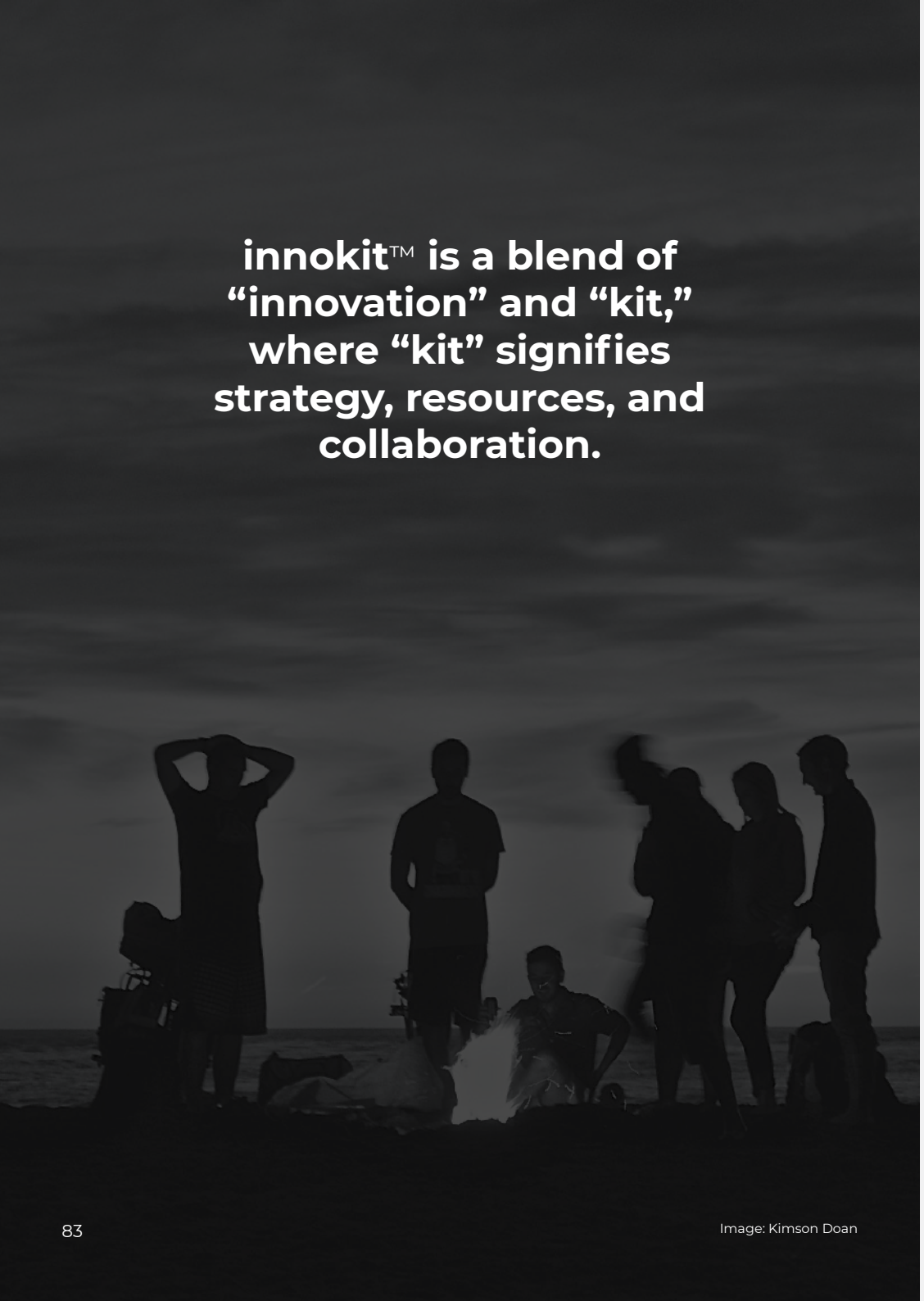


Image: Kimson Doan

Vision Creation and Interaction

Purpose:

- Establish a unified organizational vision, ensuring all stakeholders understand and align with strategic goals.

Key Actions:

- Combine change leadership principles (e.g., Kotter’s Create a Vision) with innovative foresight tools (e.g., scenario planning).
- Host cross-functional workshops to define the vision collaboratively.
- Create interaction frameworks that emphasize the ownership of the vision.

Outputs:

- A well-articulated vision document.
- Vision interaction map connecting departments and expertise to the overarching goal.

Ideation and Cross-Expertise Collaboration

Purpose:

- Generate innovative ideas while ensuring they are feasible and resonate across departments and services.

Key Actions:

- Leverage Design Thinking and Open or Closed Innovation practices.
- Foster collaboration using “Connecting the Dots” principles to integrate contributions from Engineering, Sales, Legal, and others.
- Ensure feedback loops are in place to refine ideas.

Outputs:

- Collaborative idea pool.
- Feasibility analysis integrating cross-department and expertise insights.

Integrated Planning and Synchronization

Purpose:
- Develop a comprehensive plan that aligns departmental strategies and services under a unified roadmap.

Key Actions:
- Use Agile planning techniques to accommodate iterative innovation.
- Integrate change models (e.g., Lewin's Change Process) to plan for adaptability and stakeholder readiness.
- Align departmental timelines and milestones to ensure synchronization.

Outputs:
- Unified implementation roadmap.
- Milestone alignment charts shared across departments and services.

Big Picture: Connecting the Dots

Purpose:
- Maintain alignment across departments, services and stakeholders during all stages.

Key Actions:
- Establish a cross-department coordination team to monitor alignment.
- Create dashboards to track progress across functions (e.g., Management, Finance, Engineering).
- Encourage bi-directional communication to adapt and realign as needed.

Outputs:
- Real-time progress dashboards.
  Ongoing collaboration reports.

Market Analysis

Purpose:
- Ensure that market insights shape innovation and change strategies.

Key Actions:
- Conduct stakeholder mapping with emphasis on market and business stakeholders.
- Integrate insights from Marketing and Sales into the research and analysis process.
- Share market-related findings organization-wide to inform strategic planning.

Outputs:
- Market analysis report with cross-departmental inputs.

User Research

Purpose:
- Ensure that user needs shape innovation and change strategies.

Key Actions:
- Conduct user mapping to identify key user groups and behaviors.
- Integrate insights from Design and direct user engagement into the research process.
- Share user research findings organization-wide to inform strategies and design.

Outputs:
- Persona profiles reflecting user and stakeholder perspectives.

Expertise and Team Empowerment

Purpose:
- Build cross-functional teams and empower them to drive innovation and manage change effectively.

Key Actions:
- Form interdisciplinary teams, blending expertise from HR, Finance, and Operations with technical and creative roles.
- Facilitate training on adaptability, collaboration, and shared accountability.

Outputs:
- Cross-functional team structures.
- Training and capability development plans.

Designing and Iterative Development

Purpose:
- Create tangible prototypes and designs that integrate insights and departmental contributions.

Key Actions:
- Employ rapid prototyping methods to test concepts
- Use a centralized design repository to allow Engineering, Production, and Marketing to provide feedback simultaneously.

Outputs:
- Interactive prototypes.
- Centralized feedback repository.

Engineering, Production, and Simultaneous Marketing

Purpose:
- Launch final solutions while ensuring alignment across all execution-focused departments.

Key Actions:
- Streamline engineering and production processes with Agile Manufacturing.
- Conduct synchronized marketing campaigns in collaboration with Sales and Operations.
- Use “Connecting the Dots” principles to track dependencies and remove bottlenecks.

Outputs:
- Scaled production models.
  Integrated launch and marketing strategies.

Testing and Simultaneous Iteration

Purpose:
- Validate concepts and align them across departments through integrated testing.

Key Actions:
- Use Lean Startup principles to test hypotheses.
- Integrate testing processes across Operations, Legal, and Production to ensure compliance and scalability.

Outputs:
- Iteration-ready feedback loops.
- Cross-department testing frameworks.

The innokit™ Model in Essence

- **Clear Strategy and Focus**
  Provides a solid method that helps navigate from vision to reality, ensuring clarity and direction.

- **Efficiency**
  Minimizes wasted time and resources by offering strategies that have been tested and refined, optimizing resource usage.

- **Risk Management**
  Includes steps for assessing and mitigating risks, reducing uncertainty and avoiding costly mistakes.

- **Accountability and Measurement**
  Ensures progress is tracked with milestones and metrics, enabling assessment of whether goals are being met.

- **Consistency**
  Promotes collaboration and alignment across teams by creating a shared understanding of the approach, preventing miscommunication.

- **Scalability**
  Adapts to changing conditions or growing projects, providing flexibility to scale up effectively.

- **Sustainability**
  Ensures success is long-lasting by including strategies for ongoing improvement and adaptation.

- **Encourages Innovation**
  Balances creativity and structured progress, enabling creative disruption without losing market focus.

- **User-Centered Focus**
  Emphasizes real-time feedback and customer satisfaction, ensuring the product meets market demands.

- **Integration of Open and Internal Innovation**
  Protects intellectual property while fostering both open and internal innovation.

- **Adaptable Framework**
  Offers flexibility to tailor the process based on specific needs, goals, and resources.

- **Aligns with ESG Principles**
  Promotes business growth that aligns with Environmental, Social, and Governance values.

- **Empowers Teams**
  Enables teams to innovate smarter, faster, and more sustainably by combining strategic foresight with operational flexibility.

- **Versatility**
  Fits seamlessly with existing infrastructure and allows for personalized system design.



LAUNCH PROJECT

Image: Angelina Litvin

Important notice ...
Do not jump to conclusions

Without a deep understanding of people and the market, you are not innovating nor designing - you are gambling with uncertainty, risking effort on ideas that may never find their place.

When design aligns with people and market needs, it bridges creativity and purpose, delivering true value.

No matter how your vision and idea originated, you'll undoubtedly be eager to dive into developing your ambitious concept and fortify your business.
And yes, product development is undeniably thrilling, and design plays a crucial role in enhancing your bottom line!

However, it's essential not to fall into the same trap as many others by rushing headlong into the solution mode.
While enthusiasm is admirable, taking the time to plan and strategize will yield far better results in the long run.

First, draft a plan

Planning a process to develop a vision, an idea, and implement them is crucial for achieving success.
A clear vision provides direction and purpose, guiding decision-making and prioritizing resources. Developing a solid idea ensures that the vision is grounded in creativity, feasibility, and innovation. Without planning, ideas can lack focus, leading to wasted effort or failure.

A structured approach to implementation helps break down the vision into actionable steps, fosters accountability, and mitigates risks. Proper planning ensures alignment of goals, motivates teams, and increases the chances of transforming an idea into a successful reality.

Outline the core details and expectations of a project

Whether we are Business Owners, Development Directors, Project Managers, Entrepreneurs or Designers, we will likely face challenges and obstacles along the way to opportunity. It is important to be aware of the potential roadblocks we may encounter and to be prepared to tackle them with confidence.

By understanding the challenges and obstacles that may arise, we can be better equipped to overcome them and reach our ambitious goals.
With the right mindset and determination, you can make your dreams and ambitions a reality.

A brief is an essential tool for any project

A brief outlines the project's objectives, timeline, and expectations, and serves as a roadmap for the team and stakeholders involved.
A well-crafted brief ensures that everyone involved in the project is on the same page and that the final deliverable meets the company's goals.
By taking the time to create a comprehensive brief, you can ensure that your project is successful.

A project will include separate briefs for Management, Engineering, Marketing, Stakeholders, and other relevant parties, each tailored to their specific needs, responsibilities, and objectives to ensure alignment and clarity throughout the design process.

Let’s dive into a Design Brief

When defining a brief for product design, like other briefs it’s important to establish clear guidelines and objectives to ensure that the design process aligns with the project’s goals.
Here’s an outline of the main points that should be included:

1. Project Background and Overview

- **Context**: Why is this project being initiated? What problem or opportunity is the design addressing?
- **Company/Product Information**: Overview of the company, brand, and any related products or services that the design will complement.
- **Goals and Objectives**: What are the desired outcomes? This could include product functionality, aesthetics, cost reduction, sustainability, user experience, etc.
- **Vision**: The overarching long-term vision for the product - how it aligns with the company’s mission and brand identity.

2. Target Market and User

- **Demographics**: Who is the end user (age, gender, profession, location, living circumstances, etc.)?
- **User Needs and Pain Points**: What problems or needs does the target audience have that the design should address?
- **Market Trends**: Any relevant trends or market insights that may influence design decisions.

3. Timeline and Milestones

- **Project Milestones**: Key deadlines for concept approval, prototyping, testing, and final delivery.
- **Production Schedule**: Timing for scaling up production and distribution.

4. Design Requirements

- **Functionality**: What functions must the product perform? What are the technical requirements?
- **Size and Dimensions**: Any constraints regarding size, weight, or packaging.
- **Aesthetics**: Visual style, color schemes, shapes, and overall design language that align with the brand.
- **Material Selection**: Specific materials to be used or avoided, considering factors like durability, cost, and sustainability.
- **Ergonomics**: User comfort, ease of use, and physical interaction with the product.

5. Budget and Cost Constraints

- **Cost Limits**: What is the maximum budget for design, prototyping, and manufacturing?
- **Material and Production Costs**: Ensure that the materials and production methods chosen fit within the financial constraints.

6. Plan of Action

- **Step-by-step Plan**: A detailed plan of action outlining how the design will progress from ideation to final production.
- **Team Responsibilities**: Define roles and responsibilities for each team member involved in the project.

7. Specifications

- **Technical Specifications**: Detailed technical specifications for the design (e.g., measurements, materials, performance standards).
- **Performance Criteria**: Specific performance metrics the product must meet (e.g., durability, weight, load-bearing capacity).

8. Regulatory and Standards Compliance

- **Safety Standards**: Any mandatory industry safety certifications or testing requirements.
- **Environmental Impact**: Consideration of sustainability practices, such as eco-friendly materials, energy efficiency, recyclability and regenerative design.
- **Legal Considerations**: Any patents, trademarks, or intellectual property issues related to the design.

9. Design Process

- **Concept Development**: Steps to develop initial concepts and design ideas.
- **Prototyping**: The creation of prototypes to test functionality and aesthetics.
- **Testing**: Methods of testing the product (e.g., user testing, environmental testing, stress testing).

10. Documentation

- **Design Documentation**: Creation of detailed documentation outlining the design process, including sketches, CAD drawings, and specifications.
- **Reporting**: How progress will be reported to stakeholders, including regular updates and reviews.

11. Revisions

- **Iteration Process**: A plan for making design revisions based on feedback, testing, and stakeholder input
- **Approval Stages**: Define the approval process for each revision to ensure alignment with objectives.

12. Partners and Collaboration

- **External Partners**: Any third-party partners or collaborators involved in the project (e.g., manufacturers, material suppliers).
- **Collaboration Process**: How the design team will communicate and collaborate with these partners to ensure seamless project execution.

13. Follow Up

- **Post-Launch Evaluation**: How the design will be evaluated after production and launch to ensure it meets expectations.
- **Feedback Loop**: Gathering user feedback and incorporating it into future design iterations or product improvements.

14. Preconditions

- **Assumptions**: Any assumptions made during the design process that could impact outcomes (e.g., resource availability, technology constraints).
- **Dependencies**: External or internal factors that the project depends on (e.g., supplier timelines, availability of certain materials).

15. Contracts

- **Legal Agreement**: The formal contract outlining the terms and conditions of the project, including scope, timeline, deliverables, and intellectual property rights.
- **Payment Terms**: Agreement on payment schedule and invoicing procedures.



Image: Susan Q Yin

By incorporating these reviewed elements in the **Design Brief**, you ensure that the product design project has a well-defined framework for success, covering all crucial aspects from conception to post-launch evaluation.

- Project Background and Overview
- Target Market and User
- Timeline and Milestones
- Design Requirements
- Budget and Cost Constraints
- Plan of Action
- Specifications
- Regulatory and Standards Compliance
- Design Process
- Documentation
- Revisions
- Partners and Collaboration
- Follow Up
- Preconditions
- Contracts

Your Notes

CASE: Leading edge in the market

KiSS's technology platform allows consumers to integrate the home network so devices can access content on the Internet or on other devices on their home network.
In 2000 KiSS Technology was among the first worldwide to take advantage of the DiVX (Digital Video Express) format. DiVX reduces file sizes, making it a perfect format for broadcast and streaming movies.

To get a head start, KiSS made a bold and straightforward decision: they purchased all the available electronic chips and secured pre-orders for the entire year, effectively blocking potential competitors for up to 12 months.

Over 4 years 3 generation DVD-Players, 1 monitor and 1 Plasma TV with integrated players, was designed by Onø Design to approach a worldwide market.

2005 Cisco Systems acquires privately-held Denmark KiSS Technology for its Linksys division in a USD 61 million cash and stock agreement.

"

"Svend's first ideas were ahead of their time, 4 years after release the design became State-of-art on the market."

Bo Lustrup - KiSS Technology













IPR

Image: NoName_13 - pixabay

INTELLECTUAL PROPERTY RIGHTS

Using IPR for Competitive Advantage

Financially speaking, your idea isn't valuable

To become valuable, your idea must first take shape in some form, whether through writing, illustrations, models, a product, or another tangible result … a work.

However, your work is pure potential

When you end up with a best seller, then you will definitely have to proactive protect the work and your business.
The moment you go public and achieve success in the market, the competitors will get close, and sometimes even copy, to have a slice of your success and revenue.

This is why it is important to set your design apart, creating something truly unique to safeguard your product.

Legislation and Copyright Protection

Legislation is crucial in safeguarding intellectual property, ensuring creators and businesses protect their innovations and designs. Staying informed about laws, such as copyright, trademark, and patent protections, is essential for compliance with industry standards.

Copyright protection grants exclusive rights to creators of original works, ensuring control over reproduction and distribution. It's vital to activate legal protections early in the design process to prevent unauthorized use. Trademarks protect brand identity, while patents secure inventions.

By managing and registering protections, creators and businesses reduce infringement risks and enforce their rights. Proper legal steps not only protect your work but also maintain a competitive advantage in the marketplace.

In principle, copyright on design is quite simple

As a creator of artistic works, you have the exclusive right to control the use of your creations!
In Denmark, a set of rules and regulations, known as the "Order on Copyright Law," outlines what is permissible regarding the rights to a "work." Copyright in design grants you exclusive rights to reproduce the work and to publish and distribute it to the public. This framework is similarly applied internationally.

This can be done, for example, through sales, rental or public release, thus ensuring you recognition and financial returns. If someone infringes on your work, please note that you have the copyright and that it is you who decides what to do with your work. And it is here that the difficulties can arise.

Creative Ownership

Enforcing copyright on design can be a maze paved with obstacles and huge financial and personal costs
- Similar setup apply around the world.

The principle is quite simple - Do research that identifies the framework needed to develop your own unique solution and Brand, ensuring it respects IPR and does not infringe on competitors' work.

In order to protect your design, it must be:

NEW You cannot protect your design if a similar design has been previously published.

SPECIAL To protect your design it must have individual character. This means that the overall impression must differ clearly from the design of other known products.
Protect your work proactively

Intellectual Property Rights

A recurring theme throughout this book, as it is crucial and must be carefully managed.
How can you in different ways, practically and going forward, secure your copyright as best as possible?
You can avoid spending loads of time and money on valuations, lawyers and legal proceedings when you have strong evidence that you are the author of your work.
In relation to rights, documentation and evidence are of paramount importance.

The short and precise advice is therefore loud and clear, across all platforms and services, always be in control of being able to document and prove **WHEN** and **WHO** exactly did **WHAT** ... and consult with or activate specialists within Legislation and Intellectual Property Rights.



MARKET

Image: Svetlana Gumerova

Competition Desired

A competitive market analysis isn't just for large corporations; it's a vital tool for businesses of all sizes, from Startups to established Brands. Regardless of your industry, competition is inevitable, I would say even desired since it is filled with gold nuggets. Understanding your competitors' strategies and the broader market landscape can reveal opportunities, highlight gaps, and guide strategic growth.

A market analysis helps your businesses identify opportunity gaps - areas where competitors may be underperforming or missing customer needs. It also reveals differentiators, allowing you to position your offerings more effectively. Furthermore, it uncovers potential competitive advantages, enabling you to fine-tune your strategies and stand out in the market.

By analyzing the market, e.g. pricing, marketing, design, services and customer engagement, you can make informed decisions to drive success.
Ultimately, competitive market analysis is not just about survival; it's about thriving by leveraging great insights to innovate and continuous growth.



Market Research

Design Insight: Gain a deeper understanding of your market and competitors to inform design improvements.

Market: Analyze trends and demands to better position your products and services.

Competitors: Study competitor strengths and weaknesses to enhance your own offerings and identify unique advantages.

Product Structure: Evaluate how your product aligns with market needs and improves user experience.

Product Identity: Differentiate your product by emphasizing its unique value and brand identity.

Technologies Visualization: Map out current technologies to innovate and maintain relevance.

Opportunity Scoring: Identify and prioritize market opportunities to maximize impact.

Product Portfolio Analysis: Assess your product lineup to ensure it meets market demands and capitalizes on strengths.

Design Strategy Competitors: Create design strategies informed by competitor analysis to gain an edge.

Inspired by the **PESTLE** analysis, you gain clarity on external forces, fueling strategic thinking, innovation, and confident decision-making.

CASE: Delays Can Be Seriously Expensive

The closure of the Taro DECT phone project serves as a stark reminder of the heavy toll delays can impose on business ventures. Despite a substantial investment of 25 million CHF, the project was abandoned due to persistent setbacks.
This outcome underscores that financial resources alone cannot ensure a project's success.
Delays disrupt timelines, escalate costs, and often diminish the competitive advantage critical in fast-paced markets.

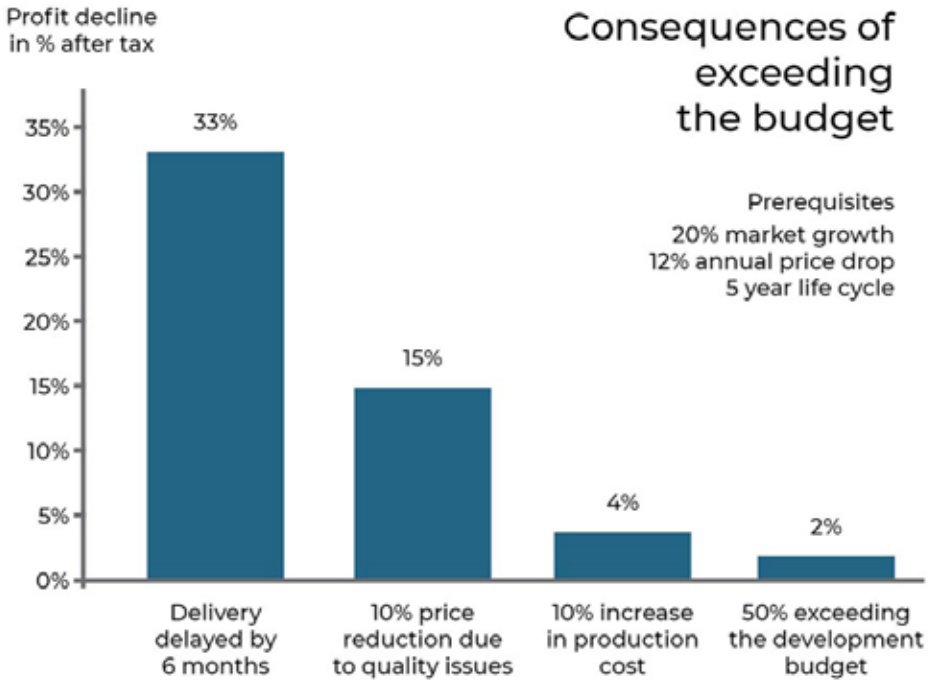
The Taro project was particularly significant because Ascom was among the first to utilize DECT (Digital Enhanced Cordless Telecommunications) technology.
This pioneering effort positioned Ascom at the forefront of innovation in wireless communication.
However, the inability to execute the project efficiently destroyed a unique opportunity to solidify leadership in a rapidly evolving industry.

The Taro project's failure highlights the need for a more holistic approach to project management. Beyond budget allocations, effective management demands rigorous planning, proactive risk assessment, and agile adaptation to unforeseen challenges. Collaboration across departments, transparent communication, and a firm grip on technological and market trends are equally vital.

Organizations must recognize that delays aren't just temporary inconveniences but potential catalysts for failure. Businesses aiming for sustained success must prioritize comprehensive project oversight to mitigate risks and maintain momentum.

Despite its eventual closure, the Taro DECT project was honored with the prestigious IF Award, recognizing its innovative design and technological contributions.







PEOPLE INSIGHT

Image: Rob Curran

Crafting Products That Truly Engage

Research and people's insight are fundamental to designing user-centered products and services. They provide a comprehensive understanding of user needs, motivations, and behaviors, ensuring solutions are both relevant and effective. Research involves systematic data collection and analysis, enabling designers to identify key patterns and challenges. People's insight goes a step further, by studying the emotional, social, and contextual factors that shape user interactions.

By leveraging tools such as surveys, interviews, and ethnographic studies, researchers uncover the "why" behind user actions. This information forms the foundation for creating accurate user personas, crafting realistic scenarios, and identifying trends that influence design decisions. Effective research cultivates empathy and aligns design strategies with real-world user expectations. Ultimately, it drives innovation and improves user satisfaction.
Through this process, teams can design experiences that are not only functional but also meaningful and engaging.



Image: Cristina Gottardi

Design with Purpose

People Insight: Gaining a deep understanding of user motivations and behaviors.

Focus Groups: Engaging target users in discussions to uncover opinions and ideas.

Needs Assessment: Identifying user requirements to inform design and development.

Persona Creation: Developing fictional profiles to represent key audience segments.

Scenario Creation: Crafting real-world scenarios to visualize user interactions with products.

User Context: Understanding the environment and circumstances in which users engage with a product.

Trend Analysis: Studying cultural and technological shifts influencing user expectations.

Human Experience: Exploring daily routines, habits, and behaviors of the target audience.

Storyboard: Visualizing user journeys to narrate the experience from start to finish.

Ergonomics: Ensuring physical products are comfortable and functional for users.

Interface Design: Creating intuitive and visually appealing touchpoints for digital or physical products.



DESIGN LANGUAGE

Image: Anne Nygard

Design appeals to our senses

Aesthetics and functionality in balanced interaction are crucial for appreciation and success of any upcoming products.
Let's design products that become integral to people's lives.

"We assess in seconds whether a product looks intriguing and attractive.

Determining if it's truly useful and valuable takes hands-on experience."



Semantics - The Language of Form and Function

An aesthetically pleasing design is much more than mere decoration; it is a powerful tool for communicating meaning, evoking emotions, and enhancing functionality.

While aesthetics certainly add visual appeal, true design goes beyond this; integrating creativity with strategy to solve problems and meet specific goals.
Design shapes user experiences, inspires emotions, and facilitates understanding, transforming the ordinary into something meaningful.

A well-designed product or interface not only looks good but also enhances usability and fosters a deeper connection between the Brand and the user. Whether in architecture, digital platforms, or product development, design must always serve a purpose - addressing needs, simplifying complexities, and delivering value.

In essence, design is not just about what you see; it's about how it works, how it feels, and how it improves lives.
The language of form and function speaks volumes, transcending cultural barriers to convey powerful messages. This exploration of design semantics delves into how elements like shape, color, texture, and composition are skillfully used to create profound impacts on users and audiences alike.

Through these thoughtful choices, designers craft experiences that resonate deeply, influencing perception and interaction in meaningful ways.

Designing for Delight

When considering the semantic and aesthetic of design, here are key factors to keep in mind.

These factors help ensure that the design is not only visually appealing but also functional and appropriate for its purpose.

Balance: Ensure visual weight is evenly distributed across the design, achieving symmetry or intentional asymmetry.

Typography: Select fonts that are legible, appropriate for the context, and complement the overall design.

Composition: Organize elements in a way that guides the viewer's eye naturally and creates visual interest.

Proportion: Maintain appropriate sizing and scale of elements relative to each other to create harmony.

Texture: Incorporate visual or physical textures that add depth, contrast, or interest to the design.

Color Scheme: Choose a harmonious palette that reflects the mood or brand identity. Consider color psychology and contrast.

Whitespace or Negative Space: Use empty space effectively to allow designs to "breathe" and enhance focus on key elements.

Shape and Form: Experiment with geometric, organic, or abstract shapes to create structure or evoke emotion.

Movement: Create a sense of motion or dynamic flow to guide the viewer's attention and keep the design engaging.

Unity: Ensure all design elements work together cohesively, reinforcing the central theme or message.

Functionality: Aesthetic design should also serve a practical purpose, balancing beauty with usability.

Cultural Sensitivity: Consider cultural meanings and associations of design elements, colors, and symbols.

Trends vs. Timelessness: Decide whether to follow current design trends or create a timeless, enduring aesthetic.

Materiality: For physical designs, consider the materials used and how they contribute to the overall aesthetic experience.

Context: Tailor the design to the environment and intended audience for relevance and impact.



“Svend skillfully and brilliantly designed some of our most iconic, popular and best selling products.”

Mikael Jonson - CEO Bockia

CASE: Strategic Design Approach

Burn Daylight

Smart steps

With a paradigm shift from cutting costs and competing through retail prizes, towards a strategic design approach.

Eye-catching design and improved features are offered as a starting point for developing a new and better business. Bockia is a Swedish-Chinese Brand and Manufacturer of Solar LED Outdoor Lighting now on a path towards international success.

Design is about being distinct

Design is about bringing up the characteristic character of a product and accentuating it.
One of the key design principles of designers is to make the assets of the product positively stand out.
Design is about implementing user needs.
Design runs on the spirit of “put it on the market and see how it goes.”
It is only on the market a product will prove its value – these designs have shown their value.

Bockia grew from 0 to 3 mill USD … with 5 designs in just 3 years

Granted by China’s Most Successful Designs Awards

Recognition of top international designers and companies for their designs that are most successful in the Chinese market.



TEAM

Image: Randy Fath

Design Management

Design is no longer just about aesthetics - it's about strategy, value creation, and choosing the right path through an increasingly complex landscape.

As renowned Buckminster Fuller once said:
"A designer is a blend of artist, inventor, mechanic, economist, and strategist."

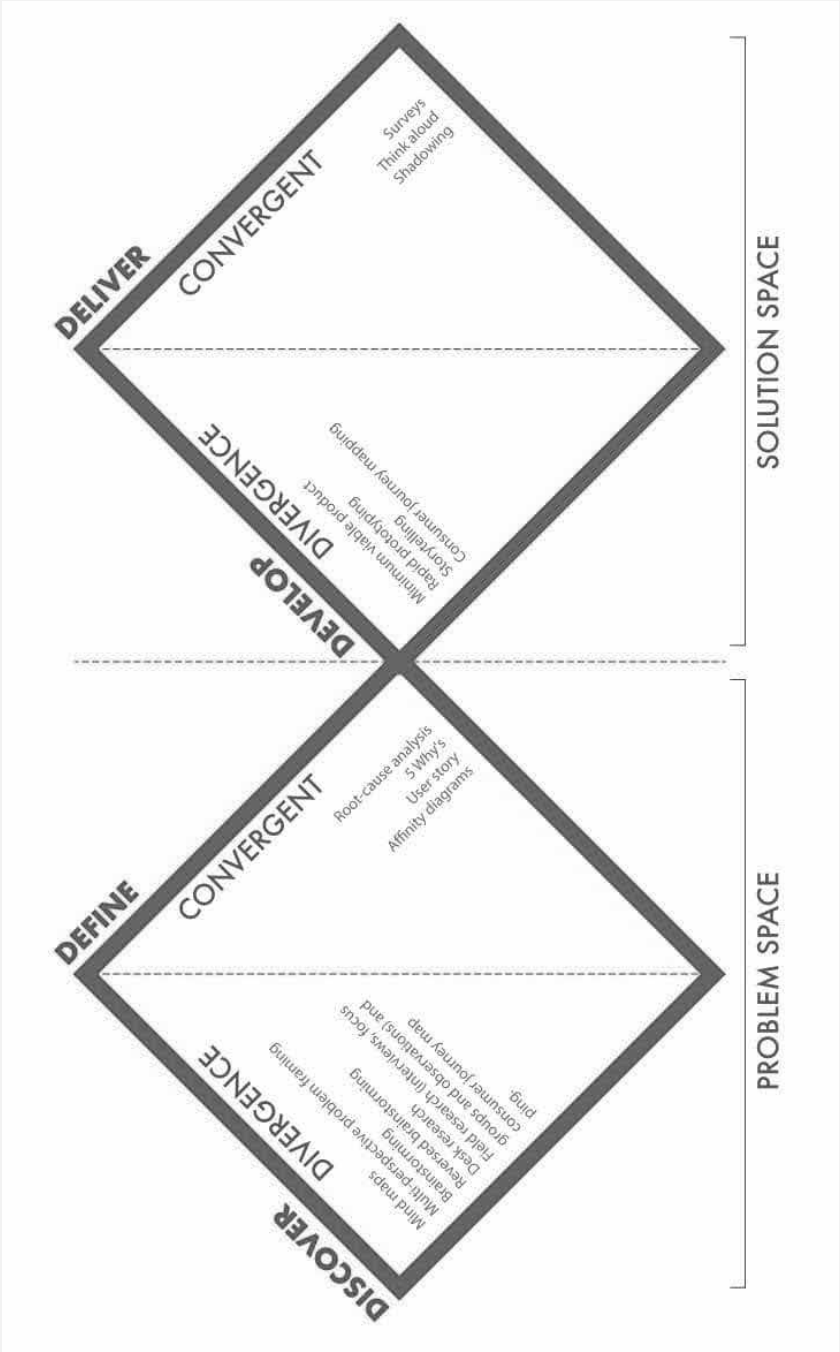
Today, design management requires exactly this hybrid mindset. Depending on your business model and how much of the value chain you wish to control, you must make a critical decision: build in-house design capabilities or source design externally. Each approach has its merits.

In-house
In-house design offers deep integration with R&D, production, and marketing - fostering seamless collaboration, cultural alignment, and long-term vision.

Outsourcing
On the other hand, outsourcing gives access to specialized skills across design's many sub-disciplines, from services to tangible design.

Choosing right
Design has become so fragmented and multifaceted that choosing the right designer or partner is now one of the most vital steps toward innovation and differentiation.

Efficiency
Effective, fairly rigorous and dedicated design management is not about forcing predefined solutions.
It's about defining the right problem first. Here, the double-diamond approach - diverging to explore, then converging to define and deliver - offers a useful framework. It's in this navigation between complexity and clarity that true design thinking thrives and delivers real business impact.



Double Diamond design thinking process - British Design Council

The Power of Diverse Talents

Activating By assembling a team with a wide range of skills and expertise, from designers and engineers to researchers and strategists, you can tackle complex challenges with creativity and precision. Each member brings unique perspectives, driving innovation and ensuring that all aspects of a project are covered.
The synergy created by combining these talents leads to groundbreaking solutions that exceed expectations.

By fostering a collaborative environment, you tap into the collective wisdom of the team, pushing boundaries and delivering exceptional value for clients and end-users alike.



Image: Jonny Gios

Key Talents Typically Needed

Management: Executive leadership, project management, product management.

Engineering: Software engineers, hardware engineers, systems architects, technical specialists, materials, assembly, tooling, end of life, environment.

Production: Supply chain management, manufacturing operations, quality assurance, production planning.

Marketing: Digital marketing, public relations, market research, analytics, branding.

Design: Digital design, graphic design, industrial design, user experience specialists, visual communication.

Sales: Sales activation, account management, business development, customer relationship management.

Distributors: Distributor onboarding, support, retention strategies, channel management.

Legal & Compliance: Intellectual property protection, contract law, regulatory compliance, risk management.

Finance: Financial planning, pricing strategy, budget management, funding, investment.

Operations: Logistics, distribution management, business process optimization, supply chain coordination.

Human Resources: Talent acquisition, employee development, performance management, organizational culture building.



CASE: Optimizing with incremental design

Small Detail – Great Effect

Small design changes can have a significant impact on production efficiency and cost savings. In this case, a simple yet effective idea led to a 20% reduction in costs.

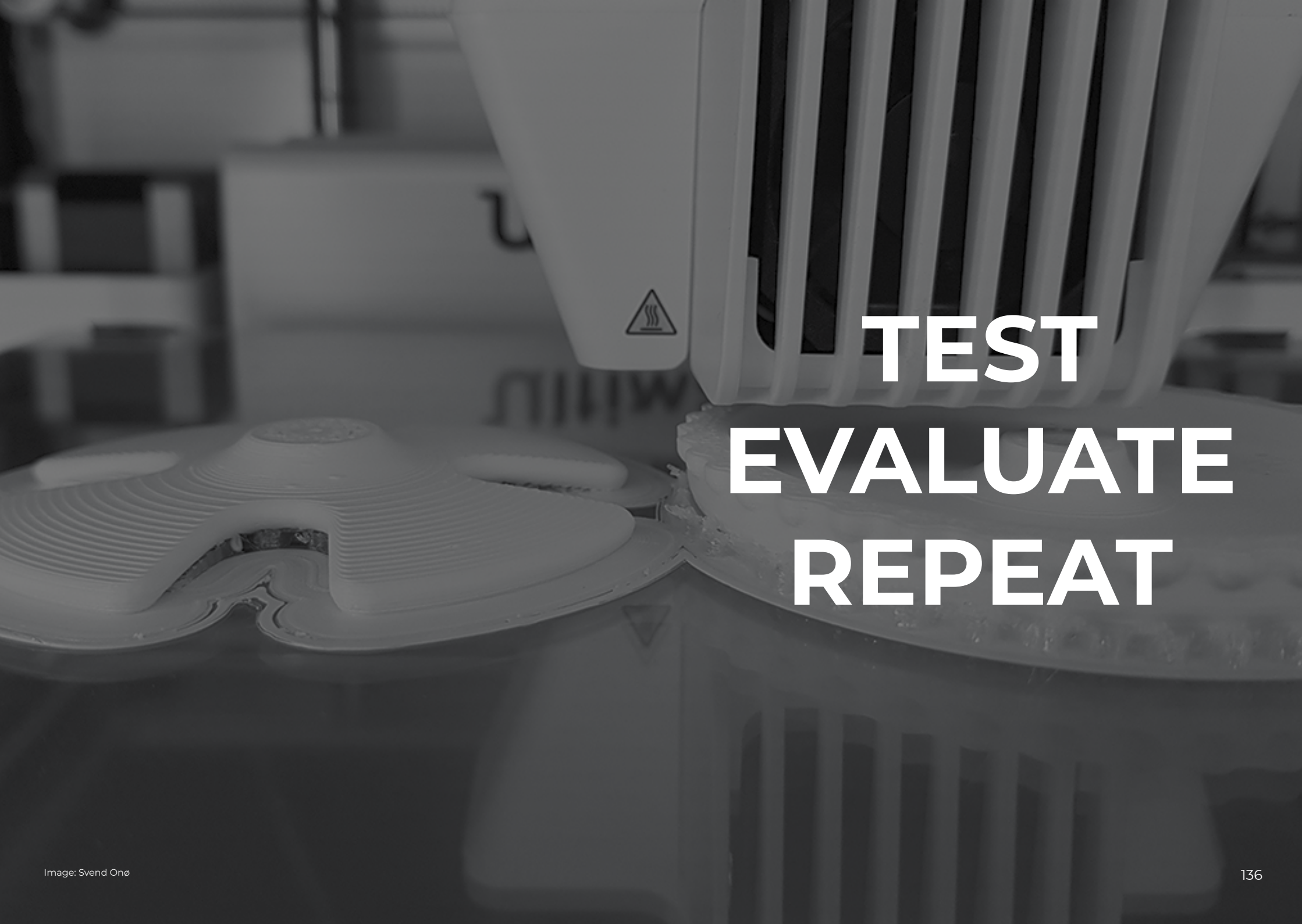
By replacing the handle's two narrow metal bands with a single, wider band, only one screw was required for assembly instead of two. This change not only simplified the assembly process but also made it faster and easier, reducing both labor time and material costs.

Such small improvements in the production process can accumulate, leading to substantial savings over time. This example highlights how even minor adjustments in design or manufacturing can have a great effect on overall efficiency and profitability. It underscores the importance of continuously seeking out and implementing small, smart changes to optimize production processes.

“

“Svend Onø is creative in a rare and sensitive way, which results in excellent design.”

Carsten Jørgensen - Bodum



TEST
EVALUATE
REPEAT

Image: Svend Onø

Driving Continuous Improvement

The power of the iterative process is a dynamic approach that emphasizes constant refinement and improvement through repeated cycles. It embraces the idea that success isn't about getting everything right from the start but about continuously testing, learning, and evolving.

This paradoxical nature of iteration reveals that failure is not a setback but a valuable source of insight.
Prototyping plays a key role in this process, allowing ideas to be visualized and tested in tangible ways, uncovering flaws early on.
Feedback becomes a powerful tool - each round of input guides further development and sharpens the design.

As the process moves beyond the details, it helps ensure the final solution is both practical and innovative.
Ultimately, iteration fosters a mindset where learning from mistakes accelerates progress, making the product or concept stronger with each version.

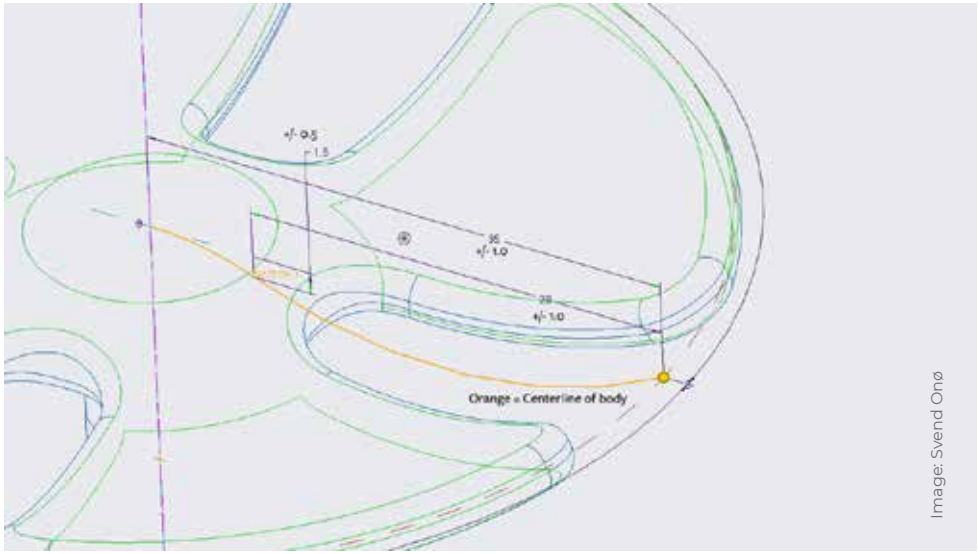


Image: Svend Onø

Advantages of using an iterative process

Faster Problem Identification: Issues are discovered early in the process, allowing for quick adjustments.

Improved Product Quality: Continuous testing and refinement lead to a more polished and functional final product.

Greater Flexibility: The process allows for changes and pivots, adapting to new insights or shifting requirements.

Reduced Risk: Early validation of concepts reduces the likelihood of major failures or costly mistakes later.

Enhanced User-Centric Design: Iterative cycles involve user feedback, ensuring the final product meets user needs and expectations.

Increased Innovation: Constant iteration nurtures creativity, leading to innovative solutions as new ideas are tested and refined.

Better Resource Management: Frequent checks and updates help optimize resources by addressing problems before they escalate.

Higher Stakeholder Engagement: Regular updates and feedback opportunities keep all stakeholders involved and aligned throughout the process.



CHECKLIST

Image: Giu Vicente



Keywords and Checklist

Align the keywords with your business goals to ensure they are both relevant and effective. Focus on what truly matters by eliminating redundancies, optimizing for impact, and ensuring consistency with your core values.

The process is flexible and not set in stone.
Keep in mind that this list is iterative - feel free to start anywhere, revisit, and revise as needed.
Continuously refine and adjust it based on feedback and evolving priorities.



Design Brief

Plan of Actions
Visions
Goals
Milestones
Specifications
Documentation
Budget
Preconditions
Design Process
Revisions
Partners
Follow Up
Contract

Design Strategy

Future
Design Strategy
Ideation
Intuition
Design Management
Planning Product Portfolio
Planning Product Pipeline
Product Management
Intellectual Property Rights
Workshops





Design Insight

Market
Competitors
Product Structure
Product Identity
Technologies Visualization
Opportunity Scoring
Product Portfolio Analysis
Competitors
Design Strategy

People Insight

Focus Group
Needs Assessment
Persona Creation
Scenario Creation
User Context
Trend Analysis
Lifestyle Analysis
Storyboard
Ergonomics
Interface





Concept Development

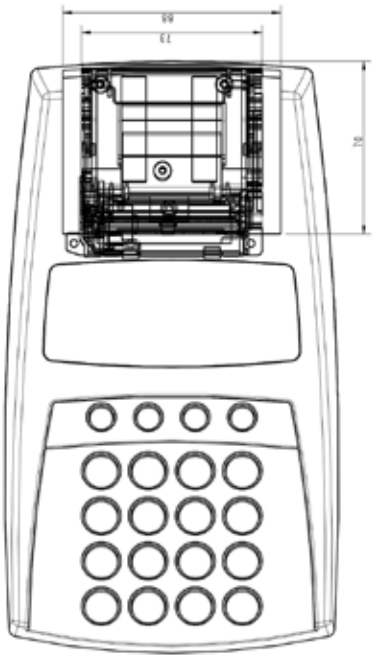
Ideation
Creativity and Play
Conceptual Idea Modeling
Innovation
Problem Solving
Tangible Concepts
Logical Solutions
Materials
Engineering
Production
Distribution

Product Identity

Characteristics
Identity
Attraction
Esthetics
Proportions
Brand Support
Matching Portfolio
Material Studies
Color Studies
Finish Studies









Visualization

Freehand Sketches
3D Computer Models
Scale Models
Functional Models
Rapid Prototyping
3D Animation
Visual Effects, VFX

Brand

Marketing
Brand Identity
Image Styling
Graphics
Internet
Promotion
Packaging
Displays
Manuals
Interiors
Showroom
Fairs
Shops

Engineering

Financial Evaluations
Construction for tooling
CAD Drawings
Life Cycle Assessment
Finite Element Method
Calculations
Global Sourcing
Prototyping
Injection Molding Simulation
Development of Production
Basis
Technology Visualization

Logistics

Production
Stock
Distribution
Shipping



Measuring Design Success

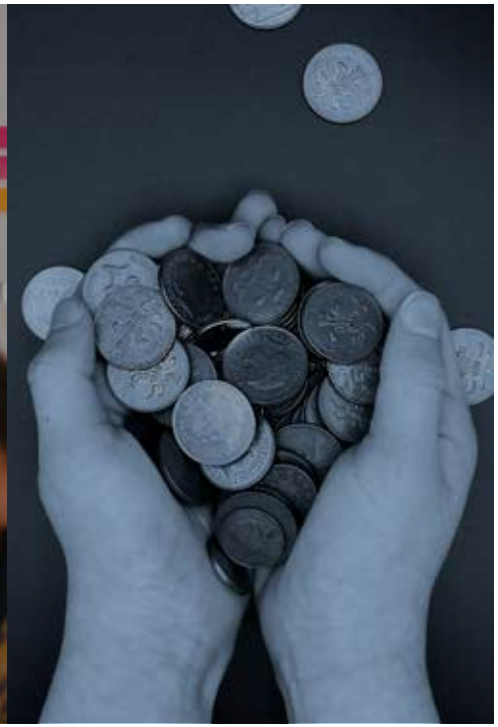
Key Performance Indicators, KPIs, require a clear, structured process for accurate measurement and alignment with business objectives.

These metrics are crucial for fostering innovation, improving efficiency, enhancing user experiences, and ultimately achieving long-term business success.

KPIs for User Experience

- User satisfaction rating
- Net Promoter Score (NPS)
- Task completion rates
- Time on task
- Error rates
- Retention rate
- Customer Effort Score
- First-time user success rate





KPIs for Design Efficiency

- Design cycle time
- Number of iterations
- Design resource utilization
- Time to prototype
- Stakeholder approval time
- Reuse rate of design components
- Defect or rework rates
- Team collaboration efficiency

KPIs for Business Impact

- Revenue growth
- Customer acquisition and retention rates
- Market share
- Return on investment (ROI) of design projects
- Customer lifetime value
- Conversion rates
- Churn rate
- Brand equity metrics



DESIGN DELIVERS

Image: UX Indonesia

Key Considerations in Design

Design plays a crucial role in a company's success, influencing product appeal, functionality, and competitiveness. It bridges aesthetics and practicality, ensuring products meet consumer needs and align with business goals.

Quality and Functionality: Products must be durable, functional, and meet user expectations. Aesthetic appeal influences market acceptance and brand perception.

Cost and Value: Balancing cost-effectiveness with quality is crucial. Products should offer the best value while remaining competitive in pricing strategies.
Ensuring strong Return Of Investment is vital for business sustainability.

Market Alignment: A product must have a strong market fit and Unique Selling Points to stand out among competitors. Understanding consumer trends and adapting to customer feedback refines appeal and effectiveness.

Innovation and Sustainability: Staying ahead in design and technology requires innovation. Regenerative Design and sustainable practices, reduced footprint, circularity, safety, and adherence to industry standards build trust and ensure lasting impact.

Operational and Strategic Efficiency: Streamlining production and distribution ensures efficiency and scalability. Managing risk and corporate responsibility is essential as businesses uphold ethical practices while expanding market presence.

By addressing the above concerns, companies can create industrial designs that satisfy stakeholders and drive long-term success.

Design is Good Business

Design is good business because it enhances product appeal, improves user experience, and strengthens brand identity. Well-designed products attract customers, drive sales, and differentiate companies in competitive markets. Thoughtful design also increases efficiency, reduces costs, and fosters innovation, making businesses more adaptable and successful in the long run.

This statement is not just guesswork!

Statistics based on solid research reveal that:

- **64%** expect design to become a more important competitive parameter.
- **75%** find that design has a positive impact on their bottom line.
- **92%** for companies that use design strategically.
- **67%** find that design improves their competitiveness.
- **65%** find that design improves customer satisfaction.
- **32%** increase of your company revenue.
- **56%** higher return if you got a stock-based corporation.

Read and download the full reports:

- "Design Delivers" - DDC
- "The Business Value of Design" - McKinsey
- "6 distinct design disciplines in the Nordic countries" - Nordic Innovation

www.onoe-design.dk/numbers-based-on-solid-research/



DESIGN SUPPORT

Image: Creative Commons

Bring Your Next Big Idea to Life
Services and Labs

Customized Product Design

End-to-end solutions from concept to launch, blending creativity with insight.

Your outcome
Collaborative, market-ready products designed for innovation, usability, and peak performance.

Idea Lab

Collectively, we create sparking valuable ideas through creative thinking and strategic innovation.

Your outcome
Empowered with tools and techniques to turn bold ideas into impactful, real-world solutions.

Design Brief

Jointly, we create focused briefs that align goals with your vision and design direction.

Your outcome
Well-structured briefs that drive clarity, alignment, and purposeful design execution.

Intellectual Property Rights

Guidance on protecting your designs and innovations with IPR.

Your outcome
Informed strategies to safeguard ownership, usage rights, and long-term value.

Design Check

Analytical, critical, and pragmatic targeted evaluations to uncover and tackle challenges with a fresh perspective.

Your outcome
Strategic insights and tailored solutions that clarify problems and drive effective decision-making.

Dream Team

We assist you in assembling agile, expert teams aligned with your project goals.

Your outcome
A high-performing, purpose-built team ready to deliver exceptional results.

Bring Your Next Big Idea to Life
Services and Labs

Workshops

Empowering teams to create market-aligned, innovative products.
Pick a theme at the intersection of change, innovation, and design.

Your outcome
Confident, capable teams driving product innovation with clarity and purpose.

Mini Courses

Focused online lessons for quick, targeted learning.
Choose a theme at the intersection of change, innovation, and design

Your outcome
Practical knowledge gained efficiently through concise, subject-specific content.

Webinars

Facilitating live sessions exploring change, the intersection of change, innovation, and design.

Your outcome
Insightful, interactive experiences that deepen understanding and spark creative growth.

Plan Ahead - Book Your Project Spot

Limited client slots to ensure personalized focus and top-tier service.

Your outcome
Guaranteed access to dedicated support by reserving your spot in advance.

www.onoe-design.dk/get-in-touch

Online 1 to 1 Conversation

Personalized sessions to clarify goals, gain feedback, and spark progress.

Your outcome
Focused guidance and support tailored to your journey.
Book a Date to receive a calendar invite.

Please email: chat@onoe-design.dk

Syn & Skøn

Design evaluations - available exclusively in Danish.

Your outcome
Proactively resolve disputes and provide documented expert evaluations as evidence.

www.synogskoen-design.dk



Dear Reader,

Bold visionary, ambitious enthusiast, decisive leader, and proactive implementer;

Thank you for choosing to read this book.
I sincerely hope you've enjoyed the journey and that it has built trust to start the process of organizing and realizing new ideas.

As you move forward with your ambitions, I trust you feel ready to shape the future with your impactful, enduring, attractive, and useful products.
I deeply value the time and attention you've invested;
Your feedback will be greatly valued.

It's been a privilege to share insights with you, and I'm truly grateful for your presence along the way.

With heartfelt appreciation,
Svend Onø

Image: Creative Commons

Yours Truly

With over 30 years of design experience, I have cultivated my craft across more than 100 design projects, collaborating with over 25 startups and global brands to bring visionary ideas to life.

Whether in the lab or out in the real world, I am driven by creativity, purpose, and a profound passion for challenges. My dedication to excellence has earned me several prestigious design awards, showcasing my ability to turn innovative concepts into impactful products.

As a creative designer and consultant, I find it deeply satisfying to complete challenging projects and develop useful products that enrich people's lives today while crafting a purposeful tomorrow.

With a strong focus on Change, Innovation, and Design, my mission is to empower you - entrepreneurs and businesses - to create impactful, enduring, and compelling tangible products that help you stay ahead in a competitive market.

In addition to my design work, I have served as an Expert Judge in more than 40 Danish court cases concerning Design and Trademarks.
In parallel, I have conducted a broad range of evaluation reports to support dispute resolution.

With this unique blend of experience as a Designer, Expert Judge, and Evaluator, I advise and support entrepreneurs and businesses in protecting and securing their intellectual property rights.

I am entrepreneur and creative at heart, author of innokit™, and co-founder of "DesignNævnet". I serve as Chairman of "The Association for the Legal Protection of Architecture, Design, and Crafts" and am a member of two key industry organizations, Design Denmark's "Legal Committee" and FAOD's "Council of Representatives" and "Design Committee."

innokit™ is my first book, presenting a refined, practical framework for tackling challenges and both finding and defining solutions - from concept and vision to market.



Svend Onø

Notes

Notes